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The Road to Security

By C. W. MOORE

American Opportunity

By LEONARD W. TRESTER

VOLUME 3
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THE PUBLIC RELATIONS JOURNAL

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THE
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Volume 3

OCTOBER, 1947

Number 10

Keeping P. R. in Balance

By JAMES W. IRWIN, Guest Editor

Member, Policy Committee; Assistant to the President and Director of Public Relations, Ford Motor Company

IT IS PROBABLY SAFE to assume that public relations has been accepted into the American industrial family as a mature and important member, even though there is still considerable difference of opinion as to just where the public relations counsellor belongs in the management chain of command.

However, large industries and industrial units have become increasingly aware that such counsel must operate at the top policy-making level if public relations is to serve fully its proper functions—helping in the establishment of policies that function in the public interest, getting the truth to the public and interpreting the public's reaction to these activities.

This column is no place to attempt to define in more detailed terms what those functions are but it can serve as a sounding board for bouncing a question.

The question has to do with balancing out a sound overall public relations program.

The growth in stature of public relations during the last twenty years has brought added problems and responsibilities to those whose duty it is to keep the public informed of their company's activities and goals. For the most part, these problems and responsibilities have been dealt with in exemplary fashion but since the pace has been fast, there has

been small chance to call for a time-out period in which to take a breather and have a look around to see where we stand.

Many phases of our activities have sprung into being to meet an immediate need without the opportunity for carefully surveying the projects to be started and fitting them properly into the overall organization programs.

In some cases this has resulted in launching a public relations program which is out of balance in some areas. This has happened with such frequency that it might be a good idea to take that time-out period now to have a look at our operations as they presently stand to see if we are making full use of all of the channels of communication available to us.

In broad terms, at least, it ought to be possible to break down the various levels of activity to give us an idea of the entire field we are seeking to cover and then we can examine the media for reaching the various sections of that field.

Certainly the press and radio remain the most powerful and influential outlets for the public relations voice but the executive who plans his program largely on these media is short-changing his company because he is ignoring many levels of his potential audience. But as a starting point we can easily segregate a national policy level where the press, radio

and national circulation magazines play the major roles as channels of communication giving the broadest coverage. This department is usually well represented in any public relations plan—sometimes at the expense of others.

Alongside this section we can place a community relations department as a means to establish our corporate good citizenship, using participation in civic affairs by responsible executives, appearances on the lecture platform and a comprehensive entering into local programs and projects as our media of expression.

As a third area of consideration we can take those communities where the company operates branches. Remotely owned operations are as standard on the American scene as the double-feature movie, therefore plant city relations form another specific phase of public relations. In the past, largely because of the popular misconception that community resources were being drained off by the company with very little return to local business, plant city operations have been a source of major grief. Certainly this field warrants a thorough study to indicate the avenues of communications to be used.

There are many other activities which have their own peculiar significance in the overall picture but for the most part they are additional functions of either the executive or operation office at the home base—such as special contact people in key spots—but taken all together they hardly constitute a separate level of public relations. But the broad base of all of the layers of activity under consideration here is the company's relation with its own employees.

This section overlaps into the field of industrial relations but it loses none of its importance thereby. Perhaps more changes have taken place in the realm of employee relations in the last twenty years than in any other area. Where these relations have been successfully handled the benefits reaped by both sides have been great. Where they have failed the

losses on both sides have been tremendous. Plant papers, house organs, periodic reports from top management, employee opinion surveys all have helped to set up a two-way flow of information between top executives and workers that is today an important source of industrial peace.

In the final analysis, our job is to describe a way of life that by far the larger majority of our fellow countrymen believe in and practice. If we can't make this clear to our own employees, we won't have much chance to convince the rest of the country. It is certainly a major responsibility of public relations to insure the proper channels of communications to employees and to see that they are kept free of interference.

There, on a broad scale, are four major levels of public relations which, properly balanced on the basis of company activity, should give a well rounded program. But there is a fifth level which is all too often left out and which can throw the whole plan out of kilter.

Top management forms the fifth level. Time and again these individuals have been ignored in the public relations program and all too often they have killed a good project simply because the public relations executive failed to sell his idea at the top level first. By all means let us add this group to the balancing act.

These, then, are the main ingredients to be considered. Let us take them as a minimum yardstick with which to measure our individual efforts in achieving some sort of answer to the question posed here: Are we operating a balanced public relations program?

It is a question you will have to answer for yourself, but bearing in mind always that these are minimum standards, and using them as a springboard for further development you may map out a program which contains and makes use of all of those factors best calculated to give you a balanced public relations job. It is a goal worth shooting for.

THE ROAD TO SECURITY

By C. W. MOORE

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LABOR-MANAGEMENT COOPERATION, in its broadest sense, is the foundation of our economic and political structure; it is the source of our present power and our guarantee against future disaster. We do not usually give industrial cooperation so important a place in our analysis of national problems because in the past it was nearly always a dependable constant. It is only since the war that we have had occasion to consider the danger of dis-unity and the extremes of poverty and revolution to which it has led in other parts of the world. Appraised in the light of current events at home and abroad, it becomes evident that the degree of cooperation between those who work and those who manage has a controlling effect on the output of our industrial machine, and that output is a measure of peacetime prosperity and our capacity for national defense.

Productivity is by no means the whole story of the value of industrial cooperation; in the long run it is essential to social and political stability. Without it there is little to prevent the spread of revolutionary doctrines from Europe and Asia to the Western Hemisphere. If labor-management cooperation improves we can hope to preserve our established system of personal liberty under democratic government. If it lapses into indifference we shall be poor in peace and weak in war. If it degenerates into hostility and finally into open class warfare, we can hardly escape the dictatorship that logically follows a revolution of this character.

Let us remember that labor-management cooperation is no mere academic frill invented by modern theorists. On the contrary, informal cooperation has been the solid basis of our past achievements in industry and government, and formal cooperation is now essential if we are to re-

create and maintain effective unity among our people and preserve the organizations that express their will. That such cooperation is possible was ably demonstrated in the garment trades as early as 1935, and the C.I.O. Steelworkers gave out instructions covering the subject in a pamphlet on *Production Problems*, first issued about 1938. But the bright promise of these early efforts has not been fulfilled. To be sure, there is much lip service and some real progress, but many industries that are of crucial importance to the country remain so engrossed in the tactics of collective bargaining that the long run strategy of cooperation is neglected. This condition exists in so many major areas and industries that it seems fair to state that the cooperative movement has reached a stalemate.

The failure of cooperation as a broad base for labor-management relations can be attributed to any of a dozen human foibles, but in the last analysis there are three essential requirements without which successful cooperation is impossible. They are as follows:

1. A unity of ideas or philosophy; a firm belief in the soundness of the social structure of which both management and labor are a part.

2. Common terms of expression, a common idiom, a joint vernacular, a freely and easily understandable language in which joint problems and cooperative solutions may be stated.

3. A mutually acceptable corps of leaders specifically called to this one service and especially qualified to divert into cooperative channels the energies and enthusiasms so lately used in the battles of collective bargaining.

These three goals are not easy to reach, but it can hardly be said that we have

clearly understood their importance or made any coordinated effort to reach them.

Popular Philosophy First Essential

The ease and speed with which a national philosophy can be established has been demonstrated in spectacular fashion by recent dictators. We are all instantly touched by an appeal to resist a common enemy. Anti-semitism, anti-capitalism, anti-communism, to name but a few, have been unscrupulously used to focus the defensive instincts of a nation on the support of a national program of economic or military action. In a similar way, we could develop the campaign against business depression and unemployment into a national antipathy of notable strength and persistence. *Economic Depression* is, in truth, the No. 1 public enemy. It is the destructive blight on American democratic institutions and the destroyer of the American luxury of personal freedom. Let us give it the same bitter and uncompromising resistance that others have lavished on the spectres of racial and religious hatred.

No progress can be made, however, in the establishment of a national philosophy until we have a common language in which to express it. The jargon of the accountant and the economist can never serve the purpose, for it is the class idiom of management technicians. The millions being currently spent for the education of employees in *management problems* and the inculcation of *economic literacy* are wasted unless the language and concepts developed are as convincing in Union Square as they are in Wall Street. And by the same token, the effective slogans of the union organizer carry no weight in the corporation board room. This industrial Tower of Babel is a challenge to our writers, radio commentators, and public speakers to create a terminology that will give specific form and content to our nebulous economic aspirations; to coin the phrases that will give personal appeal and

crucial urgency to the fight against depression and unemployment.

Given these first essentials—a popular philosophy and the means for spreading it—there remains the leadership required to translate the common idea into an effective campaign of joint action. For this phase of the problem I can find no adequate guide, unless it be in the everyday experience with routine production and distribution. It is at this subordinate echelon of leadership that specific projects for cooperative action take shape and become reality, and the following comments are based on experience at this level.

Reconciling Philosophies

The first task before the leaders of labor-management cooperation is that of reconciling the conflicting philosophies of the two parties. The philosophy of management is dedicated to private enterprise, competition, and efficiency, and to the personal freedom which is so essential to the operation of the private enterprise system. Labor philosophy follows a very different approach; organization, collective action, and the power derived from a united front are paramount concepts, and the discipline required to give effect to these principles is demanded of the individual. At the primitive level these philosophies are diametrically opposed; but as a nation acquires experience in economic and political matters it becomes evident that production flourishes under the private enterprise system, but that peace and economic stability are the products of collective action—more particularly of that restrained form of collective action which we call democracy or cooperation. We have long been accustomed to collective action in political and military affairs, and we are intensely proud that our political and military organizations have preserved and enhanced our personal freedom. We have yet to learn as a nation, however, that organizations for cooperative action can be the source of

increasing prosperity and economic stability. The teaching of this lesson in co-operation calls for a new and different leadership—the best leadership that the nation can produce.

But why talk of new teachers when corporate business and organized labor have each produced a generation of great leaders, some of heroic proportions. Unfortunately, this is leadership of a different sort, disqualified by its virtues for front rank positions in the cooperative movement. With a few—a very few—exceptions, today's leaders in management and labor are fighters of the first water. The competitive struggle of the market place and the race for position in corporate management produces men of unemotional judgment, shrewd strategy, and strong partisan loyalty. A comparable schooling in the field of organizing labor unions and subsequent collective bargaining has produced labor leaders who are magnificent warriors. These men will always hold the top positions in management and labor, respectively; for competition will remain the life of trade, and collective bargaining the test for survival for organized labor. But these leaders can rarely, if ever, qualify for leadership in cooperation; they have neither the temperament, the experience, nor the reputation which are required for cooperative action.

What then are the qualities needed and where shall we look for the men who have them? As for temperament, we shall search for men who are inspired, but not

driven, by their beliefs; men whose objective vision is not impaired by an emotional overcast; men who are patient in the face of ignorance and prejudice, who are not discouraged by successive minor reverses. As regards quality of mind, we shall look for men whose analytical powers are unwarped by financial conservatism or utopian socialist aspirations. But most of all, we shall seek men who have learned to take a median position and enjoy it; men who have found life a truly rewarding experience and who wish to share it with others. Such men can be found almost everywhere, even in the top ranks of business and labor—but rarely there. More often they will be found among salesmen, engineers, farmers and craftsmen. The pragmatist-philosopher will be helpful with the theory of cooperative action, and among Quakers we shall often encounter great skill in the simple but mysterious art of working with, and for others.

Having found leaders for labor-management cooperation, it is important to keep them free from the competitive aspects of labor-management relations, particularly from collective bargaining and the administration of the grievance procedure. Labor-management cooperation is joint action for increasing the output of industry. As such it is a thing apart from all other industrial relations; it requires its own leadership, its own program, and its own methods. Given these essentials it will yet prove a direct route to national prosperity and security.

C. W. MOORE studied engineering at Carnegie Tech (1917) after which he worked for eight years in the chemical industry. For the next ten years he was a sales and research engineer in the chemical equipment field. There followed a period at Harvard School of Business Administration during which time he progressed from student to teacher to chief of the Bureau of Business Research, receiving his DCS in 1940. During World War II, Mr. Moore was on the General Statistical Staff of the War Production Board, and in 1943 came to his present position.

Telling The Story of "American Opportunity"

By LEONARD W. TRESTER

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PUBLIC OPINION SURVEYS by most of the leading opinion research firms within the past two years have clearly shown that there is an amazing lack of understanding by the average American of his own economic system. The facts on this subject were never more graphically illustrated than in an address delivered by Dr. Henry C. Link, Vice President of the Psychological Corporation and nationally known author and psychologist, before the Annual Meeting of the United States Chamber of Commerce last spring. The substance of this address, with some additional comments, was printed in the July issue of the *Public Relations Journal*.

One of Dr. Link's most revealing surveys, taken in October, 1945, showed that 43 per cent of the general public and 63 per cent of all college students believe that they would get as much or more for their money if the government owned and managed all industries. The two principal reasons cited by those favoring government ownership were that it would elim-

inate profits and would eliminate unnecessary advertising.

There are still millions of Americans who complacently assure themselves that we never need worry about the "good old U.S.A." They still believe that our country is somehow magically protected from the current of events running through the rest of the world. It has been their practice to look askance at all who would focus attention on the widespread lack of understanding in this country regarding our economic system, and to consider such people alarmists or propagandists. One cannot help wondering whether the replies to the simple, straight-forward question referred to above might even temporarily ruffle their complacency. Those replies show that 43 per cent of our people, including 63 per cent of our supposedly better-educated youth, favor measures which are the very essence of State Socialism.

This survey and the many others which have recently been completed on related topics show the crying need in this country for a better understanding of the basic principles of "Americanism," "industrial democracy," "free private enterprise," "capitalism" or whatever you choose to call the economic system that has built and sustained our nation over the past 171 years.

Today, the average American unquestionably has faith in America and her institutions, but it seems to be largely an emotional attachment unsupported by any real understanding of what has made our system work. As a result, we find many Americans prone to accept ideas or espouse causes which are completely at

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variance with the fundamental concepts of Americanism.

Let no one minimize the seriousness of this situation. We are today witnessing the onrush of collectivism, which has swept over most of Europe and is threatening to invade nearly every corner of the globe. We find ourselves practically the last outpost of industrial democracy. But we are an outpost only in the sense that we are numerically small. Our power is out of proportion to our numbers. We have a strength which makes us still the greatest single force in the world. It finds its overt expression in our tremendous physical resources. It proved itself brilliantly once again before all the world during the recent war, in which the outpourings of American production literally engulfed the globe. But the real strength is in our people and in our institutions. We are not strong because we produced 100 thousand planes a year or four million automobiles. We are strong because our industrial democracy is based on ideals and principles which make possible such production figures—and much greater figures in the future.

America's Strength

The strength of America lies in the strength and dignity of the individual human being. Yet we see that fundamental concept being tossed aside today throughout the rest of the world. And here at home we find a tragic and alarming lack of understanding. Our people *must* learn the facts about this great world conflict of ideas. They must know, when they vote for their elected representatives and the programs and policies which those representatives advocate, where the basic distinctions lie between collectivist economics on the one hand and individual American Opportunity on the other. Unless they know thoroughly and, therefore, believe deeply in the fundamentals of our system, we may not have the tremendous strength and unity of purpose in this country which will be

required in the coming years to withstand the tremendous growing pressure of world collectivism from without.

A realization of the seriousness of this situation prompted the Board of Directors of the United States Chamber of Commerce 16 months ago to call upon its advertising committee to explore the possibilities of a program to give the American people a better understanding of their own economic system. Many months were spent in preliminary investigation of the possible scope of such an undertaking. Invaluable aid was furnished by a joint committee of the Association of National Advertisers and the American Association of Advertising Agencies, which made its findings available to the U. S. Chamber to serve as a basis for the original report recommending the program.

A Name Is Chosen

It was decided during the course of the preliminary work that the name perhaps best expressing the ideas and principles which the program would seek to stress is "American Opportunity." In the early spring of this year, the report was completed. At the Annual Meeting of the U. S. Chamber of Commerce in Washington on April 29, the American Opportunity program was officially set in motion.

The job is, of course, primarily educational. It is a task which in a sense has become the obligation of every civic, labor or business organization in the country, as well as our public and private educational systems. No one who takes the time to study the facts of the situation can seriously question the need to inculcate in all of our citizens a better and deeper understanding of the fundamentals upon which the American economic system is based. It is a job which is, most of all, the direct responsibility of both labor and management. Aided by the efforts of local Chambers of Commerce, civic associations, schools and colleges, it is to be hoped that this great task of de-

veloping economic understanding will be accomplished.

The report of the U. S. Chamber setting in motion the American Opportunity program reduced the essence of our business system to six basic principles—principles which need to be taught, discussed and fully comprehended by every American. These six principles are:

- 1) The dignity of the individual.
- 2) Private property.
- 3) A free market.
- 4) Profit, wage and salary incentives.
- 5) Competition.
- 6) Necessary Government supervision—but *not* Government regulation or control.

In the four and one-half months from the launching of the American Opportunity program to the date at which this article is being written, the response from all sections of the country has been very encouraging. Three hundred and sixty-six organizations have written to the headquarters of the U. S. Chamber in Washington expressing their interest in the program, their intention of going forward with it in their own community and, in many cases, asking for further information or assistance in working out a detailed plan of operation. Included in this list are over 200 business firms, ranging from small retailers to billion dollar corporations, 87 Chambers of Commerce and 27 trade associations. It is to be expected that, as the heat of the summer wears off, a great many more firms and organizations will become active in this program. The replies to date, coming from every one of the 48 states and from small towns and large cities alike, indicate that a remarkable undertaking is already in motion, a mass educational program to teach the facts and principles of American Opportunity.

The Fundamental Task

Few topics hold deeper significance or a greater challenge for professional public relations people. Most people in the pub-

lic relations industry would, I believe, agree that one of our most fundamental tasks is promoting understanding. In the broadcast sense, this involves understanding between nations; in the domestic business field, it means understanding between government and business, between management and labor, and between each of these groups and the general public. Telling this story of American Opportunity is the first and most basic public relations job to be accomplished in American business today. Without it our public relations activities in narrower and more specialized fields may well prove to be fruitless. Without full understanding and acceptance by substantially all of our citizens of the economic system by which we all live, our efforts to solve the specific problems of our industry, company, trade union or other group can become superfluous.

Implementing the Program

It may be of interest to public relations people to look at some of the means which are being employed to reach the people with the message of American Opportunity. It is necessary, first, to understand that this is essentially a local or community operation. Neither the U. S. Chamber of Commerce nor any other national group can or should attempt to produce one blueprint to fit the needs of the thousands of individual firms and organizations which will participate in this program to insure its complete success. The Chamber report very pointedly calls upon each local Chamber, labor or trade group to devise its own program and, further than that, upon each organization represented in the local Chamber, or other community business association or trade union to carry on its own individual program in its own way, addressed to its own particular publics.

One of the outstanding examples of intelligent planning and organization for such a community-wide program has been furnished by the Grand Rapids (Mich.)

Chamber of Commerce. Shortly after the inauguration of the program in Washington last spring, the Grand Rapids Chamber appointed an American Opportunity committee and prepared a detailed chart of organization outlining the responsibilities of the chairman and staff of that committee. A time schedule was agreed upon which would bring into action all the various groups participating in the program within four months of its formal adoption in mid-August. All business firms participating in the program were divided into two broad groups whose principal functions were spelled out in the written plan of organization. These two groups are described as "Employer Participants" and "Employees, Stockholders, Customers and their families." The function of all Employer Participants was briefly set forth: "1) To pledge to participate actively in the program to inform: a) employees and their families, b) their customers, c) their stockholders, Re: The Facts of the Individual Business, the American Economic System, our Representative Republican form of government. 2) To finance the Program for American Opportunity."

Similarly, two main functions were established for Employees, Stockholders, Customers and their families: "1) To

pledge to inform themselves regarding the business of their own employer, the company in which they are stockholders, and the firms of which they are customers, regarding how and why the American System of Economics and Government have produced the highest standard of living and the strongest nation in the world by and for free men. 2) To be a 'Salesman of American Opportunity' (American Opportuneer)."

In reporting the formal adoption of the program to the U. S. Chamber of Commerce, Alex T. McFayden, Executive Secretary of the Grand Rapids Chamber, advised that consideration is being given to substituting the word "guardian" for the word "salesman" in the phrase "Salesman of American Opportunity." It is the intention of the Grand Rapids Chamber to have each firm post the pledges it receives in reception rooms, offices and plants. Each individual is to be given a pocket card bearing the printed pledge with his signature, in order further to personalize his participation in "American Opportunity."

One of the several alternative pledges which may be selected as the one to be signed by Employees, Stockholders and Customers reads as follows:

I believe in the AMERICAN ECONOMIC SYSTEM

1. Private property.
2. Free market.
3. Profit, wage, and salary incentives.
4. Competition.
5. Necessary government supervision, but not government regulation or control.
6. Dignity of man.

I believe that this system, under the REPRESENTATIVE REPUBLIC form of government, by and for free men, offers the greatest OPPORTUNITY and FREEDOM for me and my family.

Therefore, I pledge myself to increase my knowledge of the facts regarding how and why the American System of Economics and Government have produced the highest standard of living and strongest nation in the world by and for free men, and to be a "Salesman (Guardian) of American Opportunity" in recognition of my responsibility and in appreciation of my American Opportunity.

Name.....

Representing, as it does, a typical center of industry and local business, Grand Rapids divided its business community into nine sub-committees, as follows: Metal Industries; Wood Industries; Diversified Industries; Wholesale Industries; Retail Industries; Utilities; Financial, Insurance and Services; Advertising; and Sales Executives.

The functions of the Metal Industries Sub-Committee, which are identical to those of all other sub-committees except Advertising and Sales Executives, include the mailing of publicity material regarding the American Opportunity pledge to all metal industries top management, as well as a finance pledge for the whole program. The sub-committee will then record the returns, hold a meeting of all group employers, and contact personally at their places of business all those who have not returned their pledges in order to secure the widest possible participation. The committee has the further responsibility of obtaining copies of the material used by various employers to carry out the American Opportunity program and selecting outstanding examples to pass along to the Advertising Sub-Committee and to all employers in the industry as a spur to further activity and progress.

The Advertising Sub-Committee will "develop new or improved, or additional methods of presenting the 'Facts About Business'," and will be responsible for recommending "advertising lay-outs, sample financial and operations reports for employees, customers and their families and stockholders."

The Sales Executives Sub-Committee will help recruit "Salesmen of American Opportunity," conduct public speaking classes, prepare "sales talks" for the American Opportunity salesmen and encourage all sales executives in the Grand Rapids area "to instruct all salesmen to carry the American Opportunity program to their customers."

The Grand Rapids plan represents a comprehensive program for bringing

home to every citizen of a large industrial center the facts about American Opportunity. It is a program which will probably take several years to accomplish. To those in the U. S. Chamber who have reviewed it, it appears to be a practical method of obtaining full community participation in the program. The National Chamber has thus made available copies of this plan to all Chambers of Commerce in the United States and has urged each of these organizations to develop and to put into motion its own plan.

How Firms Are Participating

Other good examples of actual participation in the American Opportunity program have already been reported. There are, of course, many well-known business firms who have been carrying out the main points in this program for some years through their advertising, annual reports, employee and "open house" meetings and through other means. Among those which have indicated a direct tie-in with the Chamber's American Opportunity program are the Emark Division of Thomas A. Edison, Inc., Kearny, New Jersey, which has run a series of ads stressing the American Opportunity theme through the incomparable example of its founder and world-renowned inventor, Thomas Alva Edison. Another example is found in the food industry where the well-known West Coast firm of Van de Kamp's Bakeries has come forward with an exceptionally informative employee report addressed to all of its "co-workers" and giving full details in simple terminology of how the monies received by Van de Kamp's during the previous year were expended for raw materials and supplies, rent and taxes, trucks and ovens, wages, salaries and dividends.

Another interesting example which has come to Chamber headquarters is a series of advertisements sponsored by the Stamford-Greenwich Manufacturers' Council of Stamford, Conn. In each ad a question

(Please turn to page 39)

Public Relations Is . . .

1) The continued process of keying policies, services and actions to the best interests of those individuals and groups whose confidence and goodwill an individual or institution covets; and secondly, it is the interpretation of these policies, services and actions to assure complete understanding and appreciation.

2) Good morals and good manners; the morals being the ethical conduct of one's self, business or profession and the manners being the intelligent presentation of this conduct to one's fellow-workers, customers, competitors and the general public.

3) An organized activity in which the principal genuinely wants to deserve as well as to win goodwill in his human and business relationships.

4) The art of bringing about better public understanding which breeds greater public confidence for any individual or organization.

5) A fundamental attitude of mind, a philosophy of management, which deliberately and with enlightened selfishness places the broad interest of the public first in every decision affecting the operation of the business.

6) The effort designed to improve the stature and dignity of an industry, an organization, a product, a service or an individual.

7) The formulation and maintenance of policies and activities calculated to win and hold the goodwill of the publics with

which an enterprise must deal and the planned program of carrying to each of these groups, in terms of its own self-interest, the story of those policies and activities.

8) The relationships existing between a company and its publics whereby the company seeks to earn the high regard of those publics.

9) The planning, producing and placing before the various publics those factors of an enterprise the knowledge of which is designed to create and maintain favorable public opinion.

10) The practice of doing the right thing in the right way at the right time and place, and then explaining it in the right words and images to the right people.

11) The continuing process by which management endeavors to obtain the goodwill and understanding of its customers, its employees and the public at large; inwardly through self-analysis and correction, outwardly through all means of expression.

12) The creating of ideas that will generate goodwill, giving those ideas practical application, then selling them to the public.

13) The practice of matching policy with public interest and communicating such policy to those publics which are concerned.

14) The process by which an individual or institution adapts itself to its social, political and economic environment and interprets itself to society, whether actively or passively, consciously or not.

15) The function of management designed to create goodwill through a continuing program of action and the interpretation of that program to the public.

EDITOR'S NOTE: The fifteen definitions of public relations are reprinted, with permission, from the September 15 issue of *Public Relations News*. They were selected as the "best" from among the hundreds submitted by *Public Relations News* readers.

Some tips on "hitting the big slicks" with a company's story. "Walk—don't run—to your objective," says the author. "You're more apt to get there, and faster."

GETTING THE COMPANY'S STORY IN MASS CIRCULATION MAGAZINES

By MURRAY CAMPBELL

Hazard Editorial Offices, New York City

YOU ARE PUBLICITY DIRECTOR in the public relations department of XYZ Company, and you've been doing the outfit a wonderful job. You have fat and valuable scrapbooks of trade magazine articles to prove it, complete with mammoth blow-ups of spot mentions in *Collier's* and *The Reader's Digest*, in *Life* and *The Saturday Evening Post*.

Then one day you notice something is missing. None of the popular magazines has ever carried a full-dress article on XYZ Company. You decide at once there should be such a story; the more you think of it; the more you feel XYZ is a "natural." Doesn't XYZ lead its field? Doesn't it net millions of dollars a year? Doesn't it treat its employees and the public regally? Of course (you say) XYZ is a "natural"—and your impulse is to grab a phone, get through to an editor, and ask him to send a staff writer on over.

Hadn't you better, however, go at your project more methodically? Because the first thing the editor will ask you is:

Well, What's the Story?

Answering that question, first in your own mind and then in the editor's, will probably be three-fourths of your battle to get into his magazine. It's worth the

thought and effort, though: unless you come up with a completely satisfactory answer, you won't get in at all.

You can begin by assuming that XYZ has a story—lots of stories. Your trade-press articles prove that. But those pieces were addressed to selected, ready-made audiences: thousands of men interested for business reasons in what XYZ is doing. What you need now is a story for millions of men *and of women*, few of them professionally interested in XYZ. What can you offer?

Here much depends, of course, on XYZ's identity. Is it an old and picturesque outfit like Smith Brothers, impresarios of the cough drop? Then you have one foot in the editor's door already: million's of readers recall "Trade" and "Mark" pleasantly, and would like to hear how they're getting along.

Or is XYZ something like Bell Telephone, Western Union, Waldorf-Astoria Hotel? Millions use telephones, send telegrams, visit hotels—and see those names as symbols. Again you have a nice opening, created by a *prima facie* recognition value that translates itself automatically into reader interest.

Or XYZ may have, through its products or services, a sort of secondary recognition value that you can exploit. Suppose XYZ has long been known as a maker of watches. Everyone's interested in time: you might sell the editor on the thought of an article about time and timepieces—with XYZ slipping into the principal rôle.

This same "switch" from the general to the particular is valid and workable if

EDITOR'S NOTE: Written with vigor and wit, we believe the accompanying article by MURRAY CAMPBELL offers some important information to those who would like to see a feature story for their client in one of the leading mass circulation magazines.

Mr. Campbell is with the Hazard Editorial Offices in New York City; was formerly an associate editor of *Fortune*, and is a frequent contributor to the *Saturday Evening Post*.

XYZ is, say, a prominent candy manufacturer or airline, radio network or dancing school, cigarette maker or railroad—a conspicuous representative, that is, or some product or service that has inherent reader interest.

Steel, Rubber, Glass, etc.

But suppose XYZ plays you the inconsiderate trick of being a maker of raw materials—steel or rubber, for instance; or glass or aluminum. Then the “product” approach is going to cost you some real cerebration—plus the creative ability to take what is practically an abstraction and bring it deftly and entertainingly into the daily lives of a million readers.

It is at this point, perhaps, that you note for the first time a fact that’s been there all along. This is that unless a business concern is already fairly well known, or is doing or making some thing that is pretty much automatically interesting to millions of people, it rarely gets into a popular magazine by way of its background or products. *Instead, it gets in by way of a “profile” or personality sketch of someone in the organization—usually the top man.*

Some Warnings About Profiles

Magazines ranging in tone from *Cosmopolitan* to *The New Yorker*, from *Time* to *The Reader’s Digest*, are a ready market for profiles. Before, though, you nominate the big boss to an editor, here’s a discreet little check-list you’d better run through:

(a) *Is he big enough to carry a profile?* Just being “a heck of a colorful guy” isn’t enough. There must be something really unusual about him, his success, and his way of accomplishing it. Not all big bosses, even the ablest, can meet that test.

(b) *Is he willing to be written up?* Strange as it might seem, he may not jump at the chance. He may be genuinely shy. He may (and you may as well face it) have stretches of background he’d

rather not have explored. Or he may have some other reason he does not care to tell you. If he declines, the story is of course out: if it’s any consolation to you, many a magazine profile is written without the subject’s consent. But it’s from material supplied by his rivals and enemies—and chances are that his publicity man did not suggest the story.

(c) *Can he take criticism?* Some magazines are pretty handy with the barbed remark. Any worth-while magazine insists on giving a frank, rounded picture. And some bosses—just like the rest of us—see digs even where none was intended, mistake frankness for attack. If your man is the sensitive type, you’d best consult your intelligent self-interest. At least, consult him.

If, though, the above points add up properly, a profile of the president is a likely bet. So is a profile of a typical employee. So—provided the “political” climate at XYZ can stand it—is a profile of a lesser executive.

Marketing Your Story

Let’s assume you’ve located in XYZ—and gotten clear in your own mind—a story idea that’s worth a popular-magazine article. How go about marketing it?

Your first step is to decide what magazine the story’s best suited for. This means you must put firmly aside the question of what magazine is most prestigious or has the fattest circulation, and pick your objective with the same common sense you use in marketing a trade-journal story. You wouldn’t try to place a story about drop forgings in *The Southern Agriculturist*, or a yarn about fertilizers in *Steel*. Similarly, you won’t try to market a sweetness-and-light profile to *The New Yorker* or *Fortune*, a picture-portfolio story to *The Reader’s Digest*, a story that has no newspieg to *Time* or *Newsweek*. You pick, in short, an objective that makes sense.

Now you are really set to go to work

on an editor. This you can do in several ways:

You can write the story yourself and submit it as a completed package. To do this you must, of course, be a skilled creative writer, able to write in the style, tone and format of the magazine you're shooting at. This, by the way, is not a small order.

An alternative approach is by way of the traditional *précis*. Here your care and thought in selecting and examining your subject should be made to pay off. Make your *précis* what the word indicates: brief but complete. Compress, if you can, the essence of your whole story onto one double-spaced page. If you must run onto a second page, try not to use all of it; do everything possible to avoid running into a third.

This compression is not a mere appeal to an editor's laziness. It's your indication to him that you have a definite and compact story, with a professionally-conceived story-line running through it—and not just a welter of “awfully interesting stuff.”

Whether to mail the *précis* or take it to your man in person is not too important a question. An advantage to going in person is that you can answer questions, expand on interesting points, toss in additional “color.” In fact, some editors like to have story ideas presented orally. Here it's just as important as in a written *précis* to be concise. Pound home your story-line first, do your elaborating afterwards.

If you've come up with a really good idea, the editor will take it and assign a writer to it. Otherwise, as he knows, you'll offer it to a rival magazine. And editors don't make their living by letting good stories slip away to their rivals.

You must now face the fact that the story you dreamed up is no longer yours. It belongs to the writer assigned to do it. So help him all you can, *but stay out of his hair*.

You help him by placing at his dis-

posal, and getting other personnel at XYZ to place at his disposal, all the information he legitimately wants. Sometimes this is going to require of you some brisk intramural diplomacy. The writer may want, for example, some financial figures the treasurer would rather not have publicized. If the figures are a matter of public record (at the SEC, for instance) the writer is going to get them anyway. A tactful reminder of this works on most treasurers.

But sometimes the desired figures are a bit on the touchy side, and available only from XYZ itself. Suppose the writer is doing a profile of the president. He wants to give some idea of the president's salary, which happens to be, say, \$75,000 plus bonuses. The president is upset and comes down on you about it. You can probably make both him and the writer happy by “selling” them on a combination of the techniques of “qualification” and “bracketing.” The outcome would be that “his salary is generally thought in the industry to run between \$50,000 and \$100,000, with bonuses.” There's a lot of general thinking in industry: “with” doesn't necessarily mean “plus”; and there's considerable leeway between \$50,000 and \$100,000. At the same time, the reader does get an idea of the man's earning power, which may be a significant point in his picture.

Keeping out of the writer's hair is, however, not always so easy. In fact, some publicity men find it almost impossible. You simply must, though, assume that the writer's a capable craftsman who does not need your constant advice and guidance. Above all, he may very well be able to do without your presence at interviews. This is especially true if he's gathering profile material. Nothing will knock up a writer's arm faster, or make an interviewee more tongue-tied, than the presence of a watchdog—however smiling a watchdog.

Nor is it necessary to harass the writer with free drinks and “entertainment”—

though many publicity men think so. Don't needle him for previews of his manuscript; don't heckle him with questions about what issue the story will be in. He doesn't know; that's up to the editor. The writer just writes the story, turns it in, and waits as eagerly as you do for it to hit the newsstands.

And at last it does hit the newsstands.

Handling Beefs and Screams

To you, and to most of XYZ, the story looks swell. But you may as well count on a few beefs, screams and complaints from some of your hard-to-suit colleagues. The story gave only two paragraphs to a department that furnishes thirty per cent of XYZ's net income. The story brings up some of XYZ's past mistakes, perhaps even questions a few of its present practices. The story hints that XYZ makes rather a high profit, and is not properly reverent of XYZ's dignity.

To this you have one best answer. The story is not advertising copy for which XYZ has laid out tens of thousands of dollars; it is a chance at national attention which cannot be bought, and you can't expect it to be one long paean of praise.

Anyway, a story that isn't one long hymn of praise has a better net result on the reader. He's more apt, for one thing, to believe the good things the story re-

ports about XYZ. He's more apt, too, to read the story clear to the end. And he's less apt to suspect—unfairly, by the way—that XYZ will pay for the story by upping its advertising budget.

In sum, as you can point out, *a few lines of criticism make the story better publicity*. But don't be too surprised if a few objectors hang grimly on. Because of a mild reference to its personnel problems, one of the world's largest corporations once cancelled for three years all its advertising in a national magazine. And, though it happened six years ago, the president of another big outfit is still peeved at the same magazine.

Reason: in an almost worshipful profile of him, his clothes were referred to as "dapper."

In general, though, you'll find XYZ's response to your story good. You'll like it, too, and decide to have another right away. But—and this is where you came in—before you reach for the phone to ring up an editor:

- Determine what your story is.
- Make sure the company wants it.
- Pick your magazine sensibly.
- Work out a professionally-conceived *présis*.
- Be set to help the writer, but stay out of his hair.
- Expect and be set to minimize complaints.

"The experience of the last few years effectively demonstrates that laws are not the answer to our Industrial Relations problems. Laws generally are necessary only when somebody—and in this case it may be either Management or Labor—is delinquent. I believe, and have seen demonstrated, that when the groups we call Management and Labor fully realize a real mutuality of interest they can sit down together and work out their problems in an equitable manner with justice to all concerned."—CHARLES S. REDDING.

WHAT'S WRONG IN THE WEST

By HERBERT M. BAUS

Public Relations Counsel, Los Angeles

PUBLIC RELATIONS has become one of the established professions of America. Hundreds of private consultants are listed in the classified telephone directories. High-ranking and highly-paid officials are delegated appropriate responsibilities on the staffs of hundreds of corporations. Practitioners have established brilliant records of accomplishment in behalf of American business. Public relations workers are enlisting increasing cooperation from related professions such as law and accounting. *But*, what's wrong in the West?

Public relations has not attained a level of acceptance in the West to compare with its recognition in other parts of the country. Many excellent public relations men are established with western companies whose public relations activities are unimpressive. Some western companies are doing a top job, but so far they are a small if not an heroic minority. Out here public relations has not won its spurs as a management function. While in the East many public relations leaders are consulted in policy decisions and as to potential public reactions, in the West there seems to be a persistent tendency to regard and employ public relations workers as little more than mechanical producers of publicity.

A former newspaper man, HERBERT M. BAUS, has served as publicity director of the Los Angeles Chamber of Commerce, promotion director and general manager of Downtown Business Men's Associations of Los Angeles, and during World War II was Public Relations Officer, Army Air Forces, in New York and Washington. For several years he has been instructor in public relations at the University of Southern California. Author of *Publicity: How to Plan, Produce and Place It*, and another book to be published soon, *Public Relations at Work*.

The West's low degree of public relations acceptance by management is not due to lack of qualified performers. Some of the best public relations men in America work on the Pacific Coast. This cannot be because they're well paid, because they're woefully underpaid by eastern standards. Perhaps such men stay in the West because they like to live there. A few of the gifted—who are sometimes accused by their deserted western colleagues as being willing to do anything for money—have sought greater opportunities by going East.

It is not alone for the money that they go East. In many cases recognition of the importance of their work may be even a more compelling factor. Public relations as an accepted philosophy and technique of management is a business generation behind in the West.

Perhaps a good example is the case of a westerner who made good in national association public relations work in Washington and New York. With high hopes he resigned an excellent position in Manhattan to offer the wealth of his experience as a public relations counsellor in Los Angeles. Within a few days of his scurrying about in that metropolis, three companies had each offered him \$15,000 a year to represent them in Washington but were uninterested in public relations services by any name or at any figure at the home office in Los Angeles. A somewhat disappointed man, but thoroughly and quickly educated, our friend in this case lost no more than a week in re-moving his chattels and his family to the banks of the Potomac, where, if life was not so good, it was at least more remunerative.

To the man who wants to make a career for himself in public relations work,

the record says, "Go East, young man!" A few months ago the Los Angeles Bureau of Water and Power tentatively decided to hire a public relations man for \$17,500 a year. The resulting detonation shook the earthquake-proof City Hall to its foundations. A city councilman made a few telephone calls and quickly satisfied himself that every public relations man for miles around would break his neck to get the job because the figure was 50 per cent higher than most of the better-paid public relations men of the area were getting.

Chiefly on the basis that \$17,500 a year was a revoltingly high figure for a public relations man to be paid, the Water and Power board of commissioners hastily rescinded the whole action to avoid the humiliation of having the City Council and Mayor countermand it over their heads as being simply too unconventional to tolerate.

Yet, an executive public relations job offering \$25,000 a year in a midwestern industrial city went begging because the half-dozen western public relations men contacted preferred to keep their eight or ten grand and their little gray homes in the West.

Some of the western companies have outstanding programs—Bank of America, Security-First National Bank, Union Oil, Rexall Drug, to name a few. Some of the western public relations operators can hold their own in any company. Their interest is keen, their professional organizations are active, and their expectations for the future are high.

It is perhaps natural that, with the general acceptance of public relations work at a low level in the West, outside counsellors would find a harder go of it than staff men who—although they may operate with unimpressive budgets—at least have some budget and an assured income without any overhead of their own to distract them.

In many cases, counsellors can't help this. Many outside counsellors who have

the know-how and the training simply find a climate of no demand by business for public relations services. There is plenty of demand for publicity, promotion and like little bits of public relations. The result is, most of the counsellors concentrate on publicity or some other activity to make a living. Many of them start an advertising agency operation, and soon concentrate on this because a fellow must pay the bills.

Mavericks

Of course, there are some mavericks on the list—although that is no doubt true also in the East. California, notorious for its Ham and Eggs, EPICs, religious cults and gilded hamburger stands, presents also some colorful outcroppings under the label of public relations.

In San Francisco, an astrologer is listed under "public relations service" in the classified telephone directory. Los Angeles, a national leader in the spectacular, does not lag one whit in the public relations category. In the Los Angeles phone book a gentleman is listed who, while he had clients on the books, stood in line week after week at the State Department of Employment to receive the \$20 of state unemployment insurance benefits which he succeeded in claiming because he was on nobody's payroll at the time.

More than a dozen in Los Angeles are listed at their home addresses. Some of the listees practice an incredible variety of interesting ways of making a living. For example, one features the public relations label but derives at least a respectable percentage of his income from a flourishing lettershop and a going business as a transportation reservation bureau.

There is a tendency for many Los Angeles public relations men—or so-called—to follow the example of the city's myriads of real estate operators who also act as notary publics, insurance brokers, accountants and whatever else can scrape up a nickel from the passer-by. Probably in no other major city do so many char-

acters assume the mantle of public relations as a form of inexpensive advertising for some other business. This has gone so far that the city's biggest public relations firm does not have its name listed under "public relations service" at all!

In sum, the West is economically one of the fastest-growing areas in history, but public relations hasn't caught up with the expansion. People who use the title increase the pace with the population, but out West the profession of public relations is not growing anything like as fast as the professing.

Why?

Several Reasons

Some of the leading reasons would seem to be:

1) The West still has a predominantly regional economy. It has become big, but much of it is still bossed from the East. Many of the biggest industrial enterprises are only sectional outcroppings of big outfits with headquarters in New York, Chicago and Detroit. The public relations executives and public relations programs work out of headquarters. For example, most of the big automobile manufacturers and tire manufacturers have substantial operations on the Coast. Some of them have public relations lieutenants in the West, but there are few colonels and no generals.

2) Of the West's native enterprises, most are first or second generation companies. They have that western aggressiveness and self-sufficiency which declines to go for outside public relations help to supplement the activities of the existing management. In some cases this is a matter of policy, but probably in most cases it is a matter of time, resources and size. Many of the companies have not yet had time to stabilize and mature.

Historically, public relations has often been a child of disaster, born in crisis. The East has learned the hard way, and the record shows that public relations really came into its own as a baby of the depres-

sion, with renewed gains during the war as a shock-absorber of the unnatural stresses of a martial economy.

The West has been growing too rapidly to feel deeply the pains of shifting economics. Its youthful economy shakes off aches as mere growth pains. Compared with its impact in the East, the depression of the thirties struck the West only a glancing blow. While to eastern business the war was an unstabilizing threat, to the West it was the impetus for another spurt of expansion. When the growth flowers into maturity, the facts of the times may be expected to make the need for sound public relations more obvious.

3) The West is a happy land, liberally endowed by nature. The business pace is not so fast nor the rules so severe as in the East, where business is business and the climate is no distraction. Conditioned by the comparative harshness of his environment, the eastern business man never misses a bet. He seizes upon public relations as a competitive weapon, one which he must have, among other reasons, because his competitors have it.

His western counterpart finds life less of a struggle because of the amenities which are part of the heritage of the land he lives in. One result is that public relations seems to him more of a luxury than a necessity or a solid business asset. Public relations may seem to him to be more of a massage than a surgical process. That has often been the case—until real need arises. Two things can be done about this. One is more education for management to show public relations as a sound preventative which may obviate the need for an expensive, painful cure. The other thing is for the need to arise.

Problem for Honest Workers

4) The discovery of gold brought the first population surge to California. In the wake of the '49ers have come, among many other phenomena, successive waves of gold brick salesmen. Some of them have seized the term "public relations"

and used it for their purposes. Many business men, not fully understanding public relations, tend to feel that they are in danger of buying a gold brick. What they do not understand, they suspect; they think it may be a racket. Some past unfortunate transactions in the name of public relations have given business men ample reason to be wary. This is not a management problem, it is a problem for the legitimate public relations man. It is an education problem. It can be solved—by education of management, and by a volume of good examples of effective public relations at work.

5) The motion picture industry has possibly the biggest and most effective publicity and promotional machine ever put together by private industry. But while the film industry is a front runner in press agency, it is behind most other industries in application of modern public relations. The proximity of Hollywood—and its example—stimulates a tendency for western management to think publicity instead of thinking public relations. One effect: many a responsible western executive confuses "public relations" with "getting something in the papers or the trade publications."

Distance A Factor

6) Distance from New York is a factor. New York is the national capital of big league public relations, with Chicago definitely runner up. Both are close to Washington, a vital hub of national public relations activities. The heaviest concentration of national media and of national corporations, associations and campaigning organizations of every kind are headquartered within the New York-Chicago-Washington periphery. They produce the heavy volume of important public relations opportunities—and public relations results. The situation stimulates a sustained demand within the heavily concentrated East for major-scale public relations operations. The resulting environment sets an example which leads

more and more enterprises into public relations activity. Meanwhile, despite the rapidity of modern communications, the West remains outside this circle of activity.

Practice Not Easy

The result of all this is that, relatively speaking, the West is a tough place to practice public relations. Many do it, and keep their good dispositions. But the salaries and budgets are not big, the fees are harder to get, and the kind of executive cooperation and encouragement which helps a man to do his best in public relations work is harder to come by than in the East. Many conscientious practitioners who want to do a real public relations job find that circumstances force them to become press agents, advertising men, salesmen, manufacturer's representatives, brokers or something else. The situation has been complicated by the insistence of some of the high pressure boys on selling-without-delivery lavish promissory packages under the name of public relations. By poor example, this trend puts off yet longer the day when genuine public relations work can be sold to—and performed for—western management.

The situation is by no means hopeless. It is to be expected that the enormous growth of western business and industry will be followed, in the right time, by a corresponding growth of western public relations under one name or another.

The national history of public relations has been that development of financing, production and distribution came before the flowering of public relations. Because of sheer youth, many western businesses have not yet ironed out those basic phases of growth. Public relations is something that comes with maturity. When maturity comes to western business, public relations may be expected to come with it.

Justin Dart, president of the Rexall Drug Company, moved the world headquarters of that far-flung drug chain from Boston to Los Angeles. His thinking

was that, since prices and income tax structures make it difficult to increase the financial inducements to attract top executives, he could increase inducements in another way by offering top executive jobs together with the advantages of living in the West. Justin Dart moved a top-quality public relations program—backed by a mature public relations conception—out with him.

Dart thinks his example will be followed by many. It has already been followed by some. If he is right, a trend has been born and with it will come a tremendous expansion of public relations opportunities.

Carnation Milk Company has announced its new world headquarters in Los Angeles. Prudential Life Insurance Company will build a multi-million-dollar Los Angeles skyscraper to concentrate increased attention on western business. Statler Hotels have announced plans to build the West's biggest hotel in Los Angeles. Business expansion is a daily incident in the West—it is becoming a part of the life there, like the climate and the informality. All of this presages a solid expansion in public relations, but it takes time. It is history that the public relations activities—like the cultural activities—usually come to an area after the more basic physical details are firmly established.

In the Movie Studios

There are incipient signs of growing interest in public relations by the motion picture industry. At least one of the major studios is quietly paying closer attention to the need for winning the good will of its employees, its stockholders, its customers and the community in which it operates. The studios are approaching a stage of maturity and proved stability which is a fertile soil for the development of effective public relations performances. If the

motion picture studios make this adjustment, the change will have a strong impact on other western business enterprises.

More and more western companies, with banking and petroleum industries setting the pace, are concentrating increased attention on the importance of public relations. This trend has been growing faster than it seems and has not yet been fully felt, but it promises much to those who are interested in western public relations.

Rewards Will Grow

The relatively lower pay scale of western public relations workers has been due to a number of things, including the fact that desirable living conditions there have encouraged many practitioners and aspirants from elsewhere to swell the supply somewhat out of proportion to the demand. However, the laws of economics will help adjust that situation. With the growth of western business, and a resultant increased demand for highly skilled public relations persons, the rewards for those of top attainments will show a tendency toward upward adjustment.

The future of public relations in the West is partly a matter of business growth and partly a matter of management education. The growth is taking care of itself. The efforts in the education of management have increased in recent years. But it is in this department that Mr. Public Relations Man can help his colleagues while he helps himself. By his own conscientious example, and by such educational efforts as he has the occasion to exert, he can serve business and the public as he increases the scope of his own profession by showing what it can do.

In public relations as in other fields of human endeavor, good works endure as monuments while the trivia are washed out of the memories of men.

THE TIDINGS Has Its Picture Taken

By CHARLES L. BIGELOW

Facts Consolidated, Los Angeles

RESEARCH is like a flash bulb camera. The pictures it takes are sharp, candid, often unflattering. It catches its subjects unawares, photographing them in an instant of blinding light and pitiless detail. No filter is used for softer effect; no blemish is concealed. Perhaps for these reasons, there is an element of believability in flash bulb pictures and research reports that is sometimes lacking in posed portraits and publicity releases.

The business concern that allows its picture to be taken and published can expect certain benefits. It can expect the picture to be accepted in place of less accurate impressions held previously. It can expect (from all but its competitors) a tolerance of the blemishes. And it can expect considerable credit for its willingness to have had the picture taken in the first place—a favored position that competitors will not share until they have had their pictures taken, too.

The Problem

This is the story of how *The Tidings* had its picture taken. *The Tidings* is the official organ of the Catholic Church in the Archdiocese of Los Angeles. It is a weekly newspaper with United Press coverage and net paid sales of some 30,000, audited by the Audit Bureau of Circulations.

Facts Consolidated, of which CHARLES L. BIGELOW is a member, was in charge of the study described in this article and was responsible for the research techniques employed. The firm has been active for a number of years in newspaper and radio research on the West Coast.

Bigelow entered the research field shortly after his graduation from Harvard in 1939. He came to Facts Consolidated by way of the Los Angeles Times and is connected with the firm's Los Angeles office.

As its A.B.C. membership would suggest, *The Tidings* carries advertising. Although its expenses are paid by the Chancery regardless of advertising revenue, the paper is intended to be, and always has been, a self-supporting operation. Prior to and during World War II, its advertising had consisted of a relatively large number of small insertions. Advertisers were for the most part neighborhood merchants and, although by no means all Catholic, they apparently looked upon their space as a donation rather than as a means of moving merchandise. Copy was of the "compliments of . . ." variety, which did not make for high readership. Moreover, merchants not catering to the whole Southern California market were buying waste circulation.

Various attempts had been made to interest large retail firms in the publication, but with very limited success. The rebuff had taken this form: Space in religious publications came under the heading of "charitable contributions" and funds for this purpose were already earmarked. A variation of the same theme had been heard in some quarters: The company would like to take space, but to do so would be to invite solicitations from many similar publications.

This was the situation as *The Tidings* started to put into effect its postwar plans for more news, more features, more illustrations. These plans called for more revenue, but they promised in return a much higher readership, particularly if advertisers would contribute to that readership by running good display copy.

The problem was therefore to change the attitude of advertisers, to convince them that the publication was an advertising medium and not just a "worthy cause." Competition for the advertising dollar, however, turned out to be much

keener than for the "donation" dollar, and advertisers' demands were more exacting. So *The Tidings* decided to have its picture taken. . . .

A research firm was retained and the problem was frankly set forth. The research firm was given a free hand and an adequate budget. The rest was more or less routine, which is to say that it was fundamentally the same as all media-market research, although unique in outward appearance. The procedure was simply to compare the characteristics of readers with those of the population. This had been done for every popular magazine from *Time* to *True Story*, for nearly every metropolitan newspaper, and it is what was done for *The Tidings*.

Since the identity of the paper's readers (as opposed to subscribers) was unknown, it was necessary to screen a sample from a true cross-section of the total Catholic population. To establish the most accurate controls possible for sampling the latter group, the research firm requested permission to assist in the completion of the Archdiocesan census, an annual count of parish population. The Chancery not only welcomed this cooperation, but permitted the research firm to tabulate the census and to revise the map of parishes in metropolitan Los Angeles. The latter included 159 parishes, which the research firm divided into five areas, corresponding with a similar grouping of census tracts, for purposes of comparison.

Twenty-seven parishes were selected for sampling. They were representative of all parishes in the Archdiocese from the standpoint of location, size, prevailing standard of living and maintenance of a parochial school. (It was felt that the last factor might have a bearing on family composition.) The number of random interviews to be conducted at each parish was also controlled.

Interviews were completed with 2,254 persons attending Mass at the sample parishes. Bi-lingual interviewers were sent to parishes serving Mexican neigh-

borhoods and 12 per cent of the interviews were conducted in Spanish.

The Picture

The research firm "developed" the picture by comparing reader-families with the population. For example:

1. Distribution of reader-families was found to parallel closely distribution of total population, both by county and by the five regions of metropolitan Los Angeles.

2. Members of reader-families were younger than census reports had pictured the total population.

3. Reader-families averaged 3.45 persons, as against a 3.13 average developed from regional planning commission reports.

4. Home ownership among reader-families in metropolitan Los Angeles was almost identical with Security-First National Bank estimates for the same area.

Other characteristics were reported for which comparable data on the total population were not available:

5. Two-thirds of the reader-families owned automobiles.

6. In 64 per cent of the reader-families, the main wage earner had graduated from high school, and in 12 per cent, he (or she) was a college graduate.

7. Number of reader-families was proportionately higher in parishes having a higher prevailing standard of living.

8. Not more than half of the families receiving the publication destroyed or discarded their copies; the balance either saved them or passed them along.

The revised parish map was reproduced in an appendix of the report; as was the parish census. Another appendix contained reproductions of the questionnaires (English and Spanish) and a list of the sample parishes.

Before the study had reached the tabulating machines, it was already at work. "We're having a market study made . . ." was a jolt to advertisers thinking in terms

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THE WEATHERVANE

Edited by WILL WILLIAMS, JR.

Public Service

AN INTERESTING example of the way in which a bank can provide a public service to its community is action of the First National Bank of Meadville, Pa., on that community's traffic and parking problem. The bank conducted an eight-day lobby poll on the parking situation to obtain a cross section of public opinion. Result was hiring of a traffic consultant and development of plans for a centralized parking lot in the city to offset a tendency toward building outlying business centers. The poll was conducted by means of printed questionnaires containing ten questions which could be answered by Yes or No. They were distributed during banking hours to customers and to merchants and business establishments. Questionnaires were made up by bank officers and Dr. Guy Buckingham, professor of psychology at Allegheny College. Comments were optional and a great many of those voting made suggestions. Nearly 99 per cent voted in favor of a central parking location.

Medical Public Relations

THE MEDICAL profession and public relations have long conducted a somewhat wary approach to each other although it is well known the profession has, in the American Medical Association, one of the most powerful of P. R. organizations and such groups as the Medical Society of the State of New York have done much to promote public understanding of the doctors' problems. Individual doctors, of course, avoid publicity as a plague; but doctors collectively are coming to recognize that they must take account of public relations since they are members of society. A recent interesting development is the establishment in California of a news bulletin, California Medical Association Public

Relations News which discusses some of these problems. Whitaker-Baxter of San Francisco handle the account.

Little Eva

SENORA EVA PERON recently added to the gaiety of nations with a tour of some European countries which offered one of the most hopped-up specimens of super press agency seen in a long while. It will be long before any sensitive male forgets that picture of the Senora in a slinky black dress on her way to see His Holiness. Although accompanied by tumult and shouting wherever she went, it appears the trip was a public relations dud at the same time it was a publicity success. To pick up some of the dropped stitches the reports are that contact has been made with some prominent figures in American political life with the proposition that they help to mend the rends in reputation. Jim Farley is said to have been one of those approached and it has been reported he will undertake to "explain" the Senora in some of the high places where he has influence. One recalls similar efforts made to rehabilitate Magda Lupescu and former King Carol when that peculiar genius, Russell Birdwell, undertook the "public relations" problem involved. Results of that effort have been mislaid. Or was it an egg that was laid?

United Nations Fund

A LETTERHEAD full of famous names led by Sumner Welles is now circulating with a message on its face appealing for funds to support efforts of the organization to inform public opinion regarding United Nations issues, disarmament, and related matters. A reprint from *Newsweek*, June 16, 1947, reporting the first survey of the organization, "Security Under the United Nations" accom-

panies the appeal. "In a democracy such as ours no government can be far ahead of the prevailing climate of public opinion," says Sumner Welles. "There is an absolute necessity of public leadership on the part of responsible citizens in preparing that climate. . . ." Address of the organization is 45 E. 65th St., New York City 21, N. Y.

Public Relations Education

OFFICIALLY APPROVED courses of education in public relations at academic institutions are increasing rapidly in number. Most ambitious recent announcement is that of the New School for Social Research in New York which is offering a 1947-48 group of courses leading to a certificate of proficiency in public relations. "Today as never before public relations and publicity have assumed a significant role in American life," says the announcement of courses. Public Relations plays a vital part in industry, education, the arts and, indeed, virtually every phase of community life in this country today. Both publicity and public relations are now important and recognized professions requiring skills and training for their application." Those words should be music in the ears of all of us.

The University of Denver announces a new opinion course in which propaganda methods that create and arouse public opinion will be analyzed. Called "Communications in Public Opinion," the course will be divided into two parts: formation and measurement of public opinion. Dr. Solomon Simonson, associate professor of speech at the University of Denver will coordinate, with Dr. Eugene Link, chairman of the Sociology Department, Donald Cahalan, National Opinion Research Center, and Dr. Elwood Murray, director of the school of speech, as consultants.

Northwestern University is offering two courses (introductory and advanced) in the psychology department of the social sciences division designed to provide

ground work for public relations workers, and the instructor of the courses is a public relations consultant, David M. Cox, of Chicago.

The University of Mississippi announces creation of a department of public relations which will help in educational work.

Down With Skirts!

THAT SECOND LOOK at the "New Look" which American women are taking shows that it is not altogether without risk to try putting something over on the public that it doesn't want. Style, fashions, fads and crazes are a fascinating chapter in Social Psychology and, of course, of prime interest to workers in the public relations field. Edward L. Bernays' famous forays in this field, including introduction of bobbed hair through use of Irene Castle as the pace-setter and popularization of velvet through an annual "Velvet Ball," showed some of the possibilities in this field. In the case of the "New Look" however some of the geniuses who conspired against the public may have outsmarted themselves. The other side of the picture is the frailty of human nature in consequence of which the gals may surrender to the New Look anyhow. And one hears the fashion world is very happy over all the discussion even though some of it is unfavorable. This is known as the publicity-at-any-price school of thought as expressed in those slogans: "Say anything you like as long as you spell my name right" and the other one, "If you can't say something good, say something."

Selling America

A PUBLIC RELATIONS campaign directed to citizens of the United States is sponsored by the Advertising Council of New York with the first ad in the series dramatizing the American traditions of civil liberties. Individual citizens are urged to support this tradition through participation in civic affairs. The cam-

paigned is fully reported and described in an interesting article in the August 25 issue of *Advertising Age*. A similar campaign is the United States Chamber of Commerce "American Opportunity Through Advertising" idea which has been taken up in a number of communities.

Postage Meters

ANY BLANK SPACE is a potential "billboard" and envelopes are full of possibilities. One of the possibilities, for those companies which use postage meters, is a postmark stamp which may be included as part of the metering. Pitney-Bowes Postage Meter Co. has prepared a brochure with many examples of successful slogans, sales messages, symbols, etc., that have been used. The stamp may be changed quickly and easily as often as desired. Pitney-Bowes includes its own campaign for the coming year utilizing the postage-meter. An often overlooked public relations and advertising medium, this simple little gadget can pay big dividends. Copies of the brochure are available on request to Pitney-Bowes, Stamford, Connecticut.

Freedom Train

RICHARD CONDON of the American Heritage Foundation, 17 East 45th Street, New York, 17, is issuing the press releases on the Freedom Train, one of the most colossal public relations projects in recent history. Credit for the idea is usually given to Attorney General Tom Clark, though the suggestion is said also to have come from a number of sources. Informational material being sent out covers the whole story fully, provides schedules, descriptions, background fact sheets, and everything a reporter could possibly want in writing his copy. Three hundred cities are to be visited in the course of a 33-thousand mile tour. The Freedom Train is sponsored by the Attorney General's Office with assistance

from the American Heritage Foundation, a group of private citizens and organizations from industry, labor, fraternal, civic and educational fields. Civic and patriotic celebrations are being organized in each city where the train stops, providing the "grass roots tie-in."

Railroads

DOZING capitalists are not the only figures seen in railroad ads these days. The Association of American Railroads is scheduling many insertions of its campaign on "What Every Businessman Should Know About His Partner—The Railroads." Currently featured is the caption: "Keeping Pace With a Production Peak" which tells about what a great job the railroads are doing. Optimistic note: "More cars are on the way." Editorial note: "Until they arrive, however, railroads must do the best they can with what they have and can get." Explanatory note: "There are bound to be some delays in furnishing all the cars needed by American industry today. But you can be absolutely certain that the railroads—with the continued help of the shippers—will keep on doing their level best to speed these products to the market places of the nation."

More Bank Public Relations

TROY SAVINGS BANK of Troy, New York, is continuing its interesting series of community messages via newspaper ads. Numbers 16 and 17 in the series deal with citizenship and the future of youth. "Wanted: 140,000,000 Oil Cans" is the headline on one of them. The theme is that, "This country is like a huge machine that has been running for nearly 200 years. There have been times when it creaked a bit, looked as though it might break down. . . . But this great machine now needs attention . . . because some people are trying to throw sand into the gearbox and replace time-proven parts with theoretical gadgets that might

eventually wreck the works." With a great big oil can as the eye-catcher the ad is a clever job. The other one points out the importance of giving teen-age boys and girls the straight facts about our economy as protection against the propaganda of radical theorists.

Free Enterprise

LAURENCE READ, former general manager of the Los Angeles Chamber of Commerce who made "free enterprise" his theme song during his tenure in that position has in recent years been developing The Foundation for Economic Education, Inc., Irvington on Hudson, N.Y., of which he is president. Idea of the foundation is to educate the public and act as a clearing house for information on the economics of free enterprise and how the system works. Very new, the foundation has so far confined itself to issuing booklets, with about two dozen titles now released. Future plans include a magazine, organization of local study groups, high school and college conferences, a lecture institute, and a network radio program. The budget calls for about a million and half a year and comes from contributing companies, trade organizations, and the like.

Public Relations Guide Book

"How to Tell Your Company's Story to Employees, Stockholders, and the Public" is the title of a booklet issued by the Research Institute of America, the organization built by Leo Cherne to provide business with interpretations of the rules and regulations of government. The booklet has been in preparation for over a year and is a guide to the general use of public relations: how, when, and why. The whole field is concisely covered, including employee relations, policy formation, annual reports, financial statements, and the use of the various techniques of publicity, advertising, direct mail, radio, forums, house organs, bulletin boards,

paycheck inserts, handbooks, labor-management committees, and the rest. The booklet is available to members of RIA and others may obtain it for a nominal price.

Nutritional Program

ACLEVER public relations service program tied in with the business of the sponsoring organization is General Mills' program for improving health standards through better diet. "General Mills has a vital stake in the health and welfare of the American people," says Harry A. Bullis, president of General Mills, Inc. In line with this thought a program has been developed reaching into a market of 25 million children, 700 thousand teachers and millions of families based on three points:

- 1) Influencing diet habits.
- 2) Developing present and future markets.
- 3) Making friends and customers.

A reprint of an article in *Printers Ink* by Harold E. Green, associate editor, is being circulated by the company. The article reports on the way in which consumer educators built General Mills' program. The program is of particular interest for its skillful handling of the difficult problem of business-sponsored teaching materials. Two criteria relative to this problem are given, as follows: (a) Commercially sponsored teaching materials must contribute positively and effectively without distorting the educational program approved by the responsible educational authorities. (b) Commercial supplementary teaching materials must not promote product or service sales. The name of the donating firm should appear, but not with an emphasis or repetition that subordinates the educational content. It is also permissible for the donor to list unobtrusively his important products or services. But there should be no boastful claims, no efforts to persuade, no urges to buy or to try.

Public Relations Advertising

THE RUHR—Valley of Decision is the stopper caption on a full page advertisement sponsored by McGraw-Hill Company which reprints an editorial written for September issues of the McGraw-Hill publications. "The Ruhr Valley of Germany is perhaps the most important spot on earth today," says the advertisement. "What happens there will have its effect on every citizen of the world." The editorial presents some of the background facts and issues. "Upon recovery of the Ruhr hinges recovery in Europe. Upon recovery in Europe hinges the peace of the world." That is the syllogism which underlies the thinking of the editorial, and the advertisement is a good example of the way in which an institution can simultaneously identify itself in the public mind with public service principles, and promote itself.

CED

THE COMMITTEE for Economic Development, organized during the war as a postwar planning agency, continues in the postwar period as a general research and policy advisory organization sponsored by some of the most important American industries. Distinguished by the thoroughness of its research work and the high level of scholarship which is maintained the CED publications are recognized as authoritative. Latest in the series is a report on "Meeting the Special Problems of Small Business." It is issued as an official CED policy statement and discusses some of the things involved in the health and survival of small businesses, including problems of management, financing, and community relations. Many segments of "Big Business" in this country are aware of their responsibility to the "Small Business" enterprises from which the big ones often grow.

Army Public Relations

IN A BRASS TACKS talk to the brass hats Major Hal D. Steward sets forth some practical ideas on peace time public relations for the Army in an article for the July-August *Armored Cavalry Journal*, a military service magazine. Leadoff point is that, "the job of being a public information officer entails more than just producing a volume of press releases for home-town newspapers on individual soldiers. He must be capable of supplying professionally prepared copy for all mediums of information, such as: newspapers, magazines, radio stations, books, trade papers, house organs, etc." Many tips are given which publicity workers in general might profitably use, such as: concentrate on supplying background material and facts to help the reporter get his story rather than trying to write it for him. And the sound point is made that it is better to give press releases to reporters than to editors. Editors are easily bored, for one thing, while a reporter may see a story in the release that he can use with a little extra leg work and rewriting on his part. The general philosophy of providing all possible accommodations and facilities to the press and then letting the reporters do their own job is one which newspapermen like best and which pays the most dividends to a publicity worker. The article warns against the fallacy of ignoring other mediums than the press, points out that the job is essentially one of providing information to the general public. "There is no set of rules to follow," the article says, but it is recommended that "a policy book should be formulated . . . as work progresses; from time to time it will be of great assistance." That principle is one used by many publicity workers who find that each client's set of policies is likely to be different and that the policies often have to be developed as you go along.

OCCUPIED AREA TOURS

An Army Public Relations Success Story

By REX E. GREAVES

Chief, Reports and Analysis Branch, Civil Affairs Division, Department of the Army

SPREAD ALL THE WAY from Southern Korea to Northern Italy when the atom-accelerated arrival of V-J Day ended the shooting war, the victorious U. S. Army immediately found itself involved in a shouting war with the American home front.

The Army had no legal weapon to match the magical battle cry which was sweeping the country as if it held the firm promise of new homes and nylons, wagonloads of white shirts, and free steaks every Wednesday — "Bring the Boys Home." If the military had any notion of rationing the return of its conquering heroes, the civilian scheme of things would have no part of it. "Bring the Boys Home!"

The Army surrendered; but it could not as easily abandon its responsibility for winning the peace, the unfinished business of winning World War II. That's why it could not understand how it was expected to occupy several countries, govern an aggregate foreign population greater than that of the United States, without trained men. Four months of total victory under its belt in Europe had brought the Army to the solemn realization of what was expected of it as the instrument for executing the Government's occupation policies. Now, the defeat of Japan and the liberation of Korea formulated the greatest single administrative task in world history. There has been nothing to compare with it in magnitude, complexity or downright difficulty.

Overnight the American soldier relinquished his combat status and began supervising the salvage of the tremendous wreckage his own weapons had wrought. He became a combination policeman, investigator, warehouseman, distributor,

political scientist, welfare worker, and general all-round rehabilitator, and he wasn't very happy.

If the Army pursued some of the more delicate objectives of the Occupation with the finesse of an All-American tackle, it was not altogether out of dislike for the assignment. Administrative inexperience in the field of foreign relations was bound to slow down the machine occasionally. Nevertheless, the Army felt that on the whole it was doing a workmanlike job. As the Occupation continued, the Army started to feel that it was doing, perhaps, an expert job, despite the correspondents covering the Occupation continuing to play on the more sensational strings—looting, black markets, and the low cost of American high living abroad. A little more notice of the job the Army was doing to effect demilitarization, to punish war criminals, to re-educate peoples indoctrinated with racist, chauvinistic, and totalitarian concepts would make better reading from the military viewpoint. In essence, the Army wanted a better balanced news picture of the occupied areas in the stateside press.

Several months of Occupation elapsed with but few American publishers asking the Army for accreditation to occupied areas. Their correspondents likely kept them well-informed of the rigors of living and working in these war-ruined outposts, but one would have thought that every editor and publisher in the country wanted at least a look-see at what was going on. Had wartime travel restrictions changed the American publisher's way of life? Regardless, the Army thought that it was getting the short end of the public opinion pump-handle, and it wanted a better run for its money.

The Secretary of the Army (nee Secretary of War) reasoned that if editors and publishers were to see the dimensions of the occupation problem at first hand, as he had, their publications would be less inclined to criticize and more apt to tolerate, if not actually praise, the progress. Generals MacArthur, McNarney, Clay, Clark, Hodge, et al, were making. He would ask them to visit occupied areas as his guests.

In a Goldfish Bowl

The Army would keep no cards under the table. It would conduct these invitational tours as General Lucius D. Clay conducts his own official movements in Germany—"in a goldfish bowl." The gentlemen of the press would observe military security, but "military security" or any other reason would not suffice to withhold the answer to any question whatsoever. Fair enough? The press thought so. On April 9, 1946, from the ATC terminal in Washington, a special mission aircraft C-54 headed for Germany, Austria and Italy, with short stops in London and Paris, carrying a lineup which read like Who's Who in Journalism: Julius Ochs Adler, Vice President and General Manager, *New York Times*; Alan Barth, Editorialist, *Washington Post*; Paul Bellamy, Editor, *Cleveland Plain Dealer*; Gardner Cowles, President-Editor, *Look*, and President, *Des Moines Register and Tribune*; Robert Fuoss, Managing Editor, *Saturday Evening Post*; Frank E. Gannett, President, Frank E. Gannett Newspapers; Charles E. Gratke, Foreign Editor, *Christian Science Monitor*; Thomas Hawkins, Chief, Berlin Bureau, *World Report*; Edward T. Leech, Editor, *Pittsburgh Press* (also representing Scripps-Howard Newspaper Alliance); Henry R. Luce, Editor-in-Chief, *Time-Life-Fortune*; Malcolm Muir, President-Publisher, *Newsweek*; Glen Neville, Executive Editor, *New York Mirror* (also representing Hearst Newspapers); Hamilton Owens, Editor-in-Chief, Balti-

more Sunpapers; and Robert W. Reed, Associate Editor, *Kansas City Star*.

There was precedent for this first occupied areas tour when, the previous month, the French Government had invited seven American journalists to tour the French Zone of Germany. This same group was invited by General Joseph T. McNarney, then Military Governor, to extend its observations to the U. S. Zone. For the record, this group included Philip D. Adler, Editor-Publisher, Lee Syndicate Newspapers; L. R. Blanchard, News Director, Frank E. Gannett Newspapers; John P. Harris, President, John P. and Sidney Harris Newspapers; Walter P. Jones, Editor, McClatchey Newspapers; Edward Lindsay, Editor, Decatur Newspapers, Inc.; Ray Pinkerton, President and Editor-in-Chief, John P. Scripps Newspapers; and Farwell W. Perry, Editorialist, John H. Perry's Newspapers.

Pacific Press Flights

The Navy Department had sponsored postwar Pacific press flights and, for that matter, the Army had flown at least one press group to Alaska and a group of prominent American leaders in various fields to the scenes of Nazi prison-camp atrocities in Germany. In fact, going way back, the Pentagon wall of Major Walter R. King's office in the Public Information Division sports an Army archives picture of seventeen bearded editors bedecked in an assortment of coonskin caps, stovepipe hats and bowlers, touring, if you please, a U. S. Army base during the Civil War. Major King, a former Ohio newspaperman, expertly has handled many of the details which make these invitational tours click. Passports and visas, military entry permits, immunization, itinerary, briefing, background literature, proper clothing, and guidance on laundry, mail, packing and customs regulations are but a suggestion of the struggle inherent in the mobilization and overseas movement of a dozen news executives. King also can tell you, from the Secretary of the Army's ex-

perience, that, if you plan to send a dozen editor-publishers overseas for a month, you will be safe in originally inviting three dozen. Prior commitments or conflicting schedules will eliminate two out of three potential travellers during any given month, and, since you may as well gain the good-will of the greater number, invite three dozen.

It is also a matter of Army record that it will take over a year and a half of open invitation to get a publisher airborne overseas from Philadelphia, Buffalo, Cincinnati, Salt Lake City or Seattle, if then.

A Joint Operation

At the Army Department working level, all arrangements for the tours, nine to date, have been handled jointly by the Public Information Division and the Civil Affairs Division, with the Theater Public Information Officer and his staff working out the detailed itinerary and other Command particulars.

The Public Information Division had been the Public Relations Division, you may remember, until a United States Senator, during the last budget hearings, suggested to then Secretary of War Robert P. Patterson that he change the name. Secretary of the Air Force Stuart W. Symington may encounter the same senator when he reports to Capitol Hill with his first budget under his arm and Mr. Stephen F. Leo, the recently appointed Air Force Director of Public Relations, in his official entourage.

The Civil Affairs Division is the policy, plans and executive agency for all Civil Affairs/Military Government matters in the Army Department. When its chief, Major General Daniel Noce, was charged with selecting fourteen representative American clergymen to survey the occupied areas of Europe, he knew that the time had come for CAD and PID to take a new partner into the tours firm. He saw the chaplain, Chief of Chaplains Major General Luther D. Miller. More about this tour later, and also the tour by repre-

sentative American business executives. A word at this point, however, about Congressional tours, the affair of Major General W. B. Persons and his Legislative and Liaison Division. In fairness to General Persons, it should be recorded that his Division wins the tours-launching championship hands down—twenty-one tours between the adjournment of the 80th Congress and the 1st of October. General Clay held lengthy private conferences with 75 members of Congress during this period, and other congressmen are still on the way to Berlin. The Army had long contended that some of the criticism levelled at its administration of occupied areas was second-hand opinion stemming from lack of on-the-ground examination. This Congressional attention to Occupation activities is very much to the Army's liking.

With reference to the CAD-PID editorial tours, prospective participants are recommended to the Secretary of the Army, who, as host and exchequer, reserves and exercises the right to invite whomsoever he may wish. There were some CAD-PID red faces recently when Mr. Gordon Gray became Assistant Secretary of the Army. President-Publisher of the *Winston-Salem Journal-Sentinel*, Mr. Gray's name had not been "reached" on the Army's invitee list.

No Restrictions

The Secretary sends the tours off with his personal reminder that there are "no restrictions," and frequently requests the participants to look into certain matters in his name. They are told, as they are retold by Generals MacArthur, Clay, et al, that the Army has nothing to hide from them and that their itinerary is merely a proposal, to be altered as they please. The Secretary meets with them again upon their return, and his first question normally is whether they saw everything they wanted to see and got straight answers to their questions. One member always brings up the point that the Army mis-

took them for the "working press" and gave them too much to do and see. None of the guests any longer refers to the tour as a "junket," as had been the wont before the first leg of the journey. The Army has never called them junkets, and need never do so. All agree that the Army "over-briefed" them, and they mean it, but the Army finds the habit difficult to break.

The Secretary takes note of all criticisms and suggestions offered by these unofficial observers, and official orders issue as a result. The criticism is constructive and often is offered apologetically, like "thirty days do not an expert make." But the Secretary is fully aware of the fact that the same advice he is getting, for the asking, represents the judgment of men whose worth to their own businesses is measured in several multiples of what the Army Department could pay at civil service rates.

Something About Costs

The first tour set the travel pattern and a high personnel standard for all of its successors. The elapsed tour time, from April 9 to May 4, Washington to Washington, was about par for the European course, although the pace is torrid. The more distant Far Eastern circuit demands a few more days for comfortable and comprehensive negotiation. London was eliminated after the second European tour (June 20 to July 17) since, by that time, the United States had pulled its military establishments out of England. Italy was dropped also when our military activities tapered off there. Paris became an optional stop, after the Army had restored the city to its rightful owners. If a tour member chose to visit Paris following the Theater termination of the official tour, the schedule allowed time for it, at the expense of the individual. To date, all guests have chosen to visit Paris. Speaking of expense, a month's board and room in the Far East Command comes to a paltry five or six hundred dollars for a party

of ten. An Army airplane and its fuel must be counted in, of course, if the taxpayer is to receive a full accounting. Actually, these tours are chargeable to the costs of Occupation, to be borne by the Germans and the Japanese, although the day is far distant, if not out of sight, when these countries will be able to liquidate their financial obligations.

And What's To Be Gained

As to some of the tangible returns for this outlay of American dollars, add to constructive criticism and top-drawer advice, good will, even though we all know free meals and round-trip transportation carry no guarantee of "buying" good will. However, the Army considers its most important dividend to be the interpretation of Occupation objectives for the American public by men of sound judgment whose reputation, local, regional, national or international, awakens an interest where lighter guns have failed. Consider the standout writing job some of the publishers and editors have come out of virtual retirement to perform under the influence of Army travel and an atmosphere of East-West pyrotechnics. You probably read the articles which *Collier's* Publisher William L. Chenery recently turned out on Japan ("Red Shadow Over the Pacific") and Korea based upon his tour of inspection. Managing Editor Robert Fuoss did the same high-class survey for *Saturday Evening Post* following his visit to Germany and Austria with the April-May, 1946, trail-blazing tour. Paul Bellamy, Editor of the *Cleveland Plain Dealer*, and Edward T. Leech, Editor of the *Pittsburgh Press*, turned out a series of newspaper columns each which they later collected under booklet covers labelled, respectively, "A Trip Through Hell," and "We Have Almost Lost the Peace." Recommended reading even at this late date. Bellamy and Leech do turn their hand to writing occasionally, but another member of their group knocked the

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Book Review Section

"HOW TO RUN A MEETING"

Reviewed by Naomi D. White

EDWARD J. HEGARTY, author of "How To Run A Meeting," is manager of sales training at Westinghouse, so he is doubtless a man of many fine qualities—but—modesty is not one of them. He speaks from years of personal experience, and you are never permitted to forget it for a moment!

Ignore the irritation this causes, however, be patient through the tedium of somewhat elementary instruction for a few pages, and you will be rewarded with very real and specific help made possible by that experience.

The small volume is written in a breezy, Kiwanis-club style that is very readable, but if you are in a VERY big hurry, and can absorb rules given with machine gun speed, the summary following each chapter will give you "the works" in a matter of minutes.

Anyone who has been a guest speaker at a badly managed meeting will feel kinship with Mr. Hegarty for his comments as to how a speaker should be received. Of special value are his thoughts on "Making New Members Feel at Home"; on the techniques of timing, without letting the members in on the strain; and methods of developing programs from member-participation. There are several chapters, too, that are excellent on preparation of speech material, and its effective presentation. In fact, if every one would faithfully follow Mr. Hegarty's instructions, all meetings—all talks—like all successful parties—would be so skillfully handled that there would be no evidence of planning at all.

Mr. Hegarty gives a convincing answer to the question, "Why You Should Want To Put On Good Meetings." He says, "The fellow who can put on good meetings proves publicly that he is a leader. . . .

People think of him as a good man because they have seen the meetings that he puts on. Other men have just as much knowledge and ability, but he gets an opportunity to demonstrate." He is therefore, Mr. Hegarty suggests, the logical choice when any better job presents itself. Not bad reasoning. Besides, running a meeting—if it is a good one—is FUN!

(HOW TO RUN A MEETING, by Edward J. Hegarty. Whittlesey House, 222 pages—XII—\$2.50.)

"HOW TO EDIT AN EMPLOYEE PUBLICATION"

Reviewed by John E. Pickett

A HOW-TO-DO-IT book which really gives the details of "how" is the new 200-pager "How to Edit an Employee Publication."

Author Garth Bentley takes you by the hand of interest, reminds you that good relations between employer and employee are of increasing and vital importance as the power of labor unions has grown, and proceeds to lead you through the who-what-when-why-how with a clarity which indicates that he knows the rules of good reporting.

"Nine times out of ten friction arises from misunderstanding of each other's attitudes," he asserts. Surely we can all go along with that idea.

"The employee," he says, "wants to feel that he is an important person in the shop, that his worth is recognized, and that his contribution to the company's success is appreciated."

On the other hand the employer has a similar desire, and his bank account can be ruptured, as well as his pride, if he fails to have the good public relations of understanding.

The author speaks of "how-to" with considerable experience of doing it. He is Director of Employment Relations for

the Seng Company, Chicago, and former president of the National Council of Industrial Editors Association, and of the Industrial Editors Association of Chicago.

If your conscience, and perhaps your bank account, have felt the trend which has resulted in hundreds of companies creating employee publications for millions of workers, Mr. Bentley's contribution is a guide book, clear, logical and full of ideas and methods. It should be helpful to those who have started and to those who may want to start the business of talking things over in paper and ink.

There are four objectives emphasized in building an employee publication: to interpret company policies; build morale; provide a spark plug; recognize and encourage personal ambition. How to accomplish this with a magazine, picture magazine, newspaper type, or bulletin, gets individual treatment.

What not to do is discussed. It must ring true and should not achieve the pet name of "The Weekly Emetic," which raucous employees applied to one flordid example. Many times the things to avoid are of great importance. Mere enthusiasm is not sufficient. Sincerity as well as interest is vital.

There is one basic rule which might be emphasized, a rule gleaned from the country newspapers: any news is good news if it contains the reader's name. (How to EDIT AN EMPLOYEE PUBLICATION, by Garth Bentley. Harper & Brothers. 200 pp—\$2.50.)

"THE FOREMAN IN MANPOWER MANAGEMENT"

Reviewed by E. M. Claypool

MANPOWER, behind the material of production, requires recognition if it is to contribute to production what it alone can contribute, the authors believe, urging that the human being must be recognized in production, that man is important because of his human values, and, that the full development of human re-

sources and evaluation of human potentialities, challenge industrial management. The keystone is the foreman or supervisor.

Manpower control is defined as the planning, setting up and maintenance of conditions under which a man can function at top efficiency, physically and psychologically. It follows the supervisor must become a generalist in his over-all knowledge of plant procedures if he is to succeed in gearing manpower control with all other types of controls. Not only must the foreman acquire the human relations point of view himself, and act within his own department, but also he is responsible for making certain that everyone in his department is developing along these lines. Naturally this means that he is "on the job" wherever he may be and all the time.

Having accepted that the foreman is skilled in the material production phases of his job, the authors emphasize the need for constantly gathering, disseminating and utilizing information important to workers to the point that this becomes the underlying theme of the book.

To become more proficient in the art of increasing and maintaining production he must establish two-way communication, organizing a record system of his own that will enable him to interpret to management and his workers, those things that will contribute to a happy relationship which improves efficiency. The result, of course, is increased production.

Cooperating closely with the personnel department, the foreman is the most important personage in selection, placement, induction and training of the new employee. Promotion, upgrading, transfer, separation, working conditions and the complexities of personalities in production are the basic factors in establishing a manpower control program in his department.

Then comes consideration of the worker as a person; his desire for security, need for health and safety direction, long-

ing for personal and social satisfaction. Most important, is the undeniable fact that the foreman or supervisor must be a leader, diplomat, counsel and respected friend, as well as be skilled in operation of the machinery of his own department, and familiar with the over-all production of the entire organization. The mature foreman or supervisor has discovered that it is human to measure ones self by ones own feelings and others by their actions, and therefore, constantly he is striving to improve himself to the end that his every action builds good will toward himself and his company.

In this book practical and detailed suggestions for a program approaching idealism awaits the supervisor who has discovered that production efficiency is as dependent upon humans as upon machines. For those unacquainted with the manpower phase of the modern foreman's or supervisor's key position in the industrial world today, "The Foreman in Manpower Management" well can be an informative, directive and inspirational guidebook. (THE FOREMAN IN MANPOWER MANAGEMENT, by Lillian M. Gilbreth and Alice Rice Cook. McGraw-Hill Industrial Organization and Management Series. 192 pp—\$2.50.)

"PUBLIC SPEAKING FOR EVERYONE"

Reviewed by V. Ray Lewis

"**B**ASE YOUR SPEECH on your listeners' wants and you will get your hearing." Taking a brief from Mr. Armstrong's practical public speaking book for the layman, I will likewise base my review on the same solid foundation.

If you want to find out what to say to various audiences, how to organize your

thoughts and develop them in a powerful way, and how to deliver them with a maximum effect on your listeners—Mr. Armstrong's book presents a whole series of recommended techniques to achieve these objectives.

Through experience gained as an Associate Professor of Public Speaking at Northwestern University and as a much sought-after speaker in his own right, Mr. Armstrong has developed a wealth of constructive ideas and examples of good speech preparation and delivery.

Starting with pointers for analyzing audiences, he proceeds with such subjects as: The Message, Seven Simple Ways of Organizing Your Speech, Developing Points Effectively, etc. Each phase of preparation and delivery is analyzed and hundreds of positive "things to do" are set forth as a guide for the novice who would improve his presentations. Specific techniques in opening and closing the speech are set forth in simple, easy-to-understand terms and some practical pointers on "How to Handle Yourself Well on the Platform" are illustrated with examples of the worst and the best in platform conduct.

I was impressed most of all by Mr. Armstrong's realistic approach to speaking in that he stresses the *naturalness* of presenting a speech and how to achieve it, rather than the artificial folderol of histrionic gesture, the forced joke or the more deliberate tricks of the trade. Since the beginner in public speaking needs guidance both in his approach and frame of mind as well as his actual delivery, I believe Mr. Armstrong's book to be much better than the usual book on this subject. (PUBLIC SPEAKING FOR EVERYONE, by James W. Armstrong. Harper & Bros. 246 pages—XVII—\$3.00.)

"If you have know how to compose your life, you have accomplished a great deal more than the man who knows how to compose a book."
—MONTAIGNE.

OCCUPIED AREA TOURS

(Continued from page 31)

rust off his typewriter keys to churn out twenty significant chapters called "The Fuse Sputters in Europe," Frank Gannett. The Army happily discovered that it was getting a word-mileage out of its guests which it had not anticipated or even dared hope for, since the guests were under no obligation to write a line. And here they were, writing reams about the Occupation, the thankless task the Army had inherited and was handling capably. To top the list, Manchester Boddy, President-Publisher of the *Los Angeles News*, a member of the third European tour, decided to remain in Germany and write a book.

The Second Contingent

Let's first take a look at the second contingent, June 20 to July 17, 1946: Walter E. Christenson, Editor, *Omaha World Herald*; Herbert F. Corn, Managing Editor, *Washington Evening Star*; Ludwell Denny, Chief Editorialist, Scripps-Howard Newspaper Alliance; J. D. Ferguson, President, *Milwaukee Journal*; W. Steele Gilmore, Editor, *Detroit News*; Lee Hills, Managing Editor, *Miami Herald* (also representing Knight Newspapers); Roy W. Howard, President, Scripps-Howard; Ed. Kilman, Editor, *Houston Post*; John C. Oestreicher, Foreign Editor, International News Service; Hugh Robertson, Editor-in-Chief, Macy Westchester Newspapers; Arthur Hays Sulzberger, President-Publisher, *New York Times*; and Lyle Wilson, Manager, United Press.

There were two more European tours before the first Far East Command flight was organized. There was the third European tour, October 1-28, 1946: D. Barry Bingham, President, *Louisville Courier-Journal-Times*; Paul Block, Jr., Co-Publisher, Paul Block Newspapers; E. Manchester Boddy, President-Publisher, *Los Angeles News*; Royce Brier, Chief Editorialist, *San Francisco Chron-*

icle; Maurice Early, Editorialist, *Indianapolis Star* (also representing Central Newspapers, Inc.); Clayton Fritchey, Executive Editor, *New Orleans Item*; John Griffin, Sunday Editor, *Boston Post*; Palmer Hoyt, Publisher-Editor, *Denver Post*; James Kerney, Jr., Editor, *Trenton Times*; Marcellus M. Murdock, Publisher, *Wichita Eagle*; Philip H. Parrish, Editor, *Portland Oregonian*; and Paul C. Smith, Editor-General Manager, *San Francisco Chronicle*.

And, there were the ten hardy men whom the Army asked to brave the coldest German winter in fifty-two years, January 16 to February 17, 1947. Coming home alive, the group cheerfully lied that they "wouldn't have traded that month for any month in the year. We saw things at their rock-bottom worst." For posterity, their names: Virginius Dabney, Editor, *Richmond Times Dispatch*; Gene H. Gillette, Night News Manager, United Press; Coleman A. Harwell, Executive Director, *Nashville Tennessean*; Everett Hollis, News Editor, Columbia Broadcasting System, WBBM, Chicago; Frazier Hunt, News Analyst, Mutual Broadcasting System; Victor O. Jones, Night Editor, *Boston Globe*; John H. Martin, Foreign Editor, International News Service; Erik Oberg, Consulting Editor, *Machinery*; Elon F. Tompkins, Chief Editorial Writer, *New York Journal American* (also representing Hearst Newspapers); and Dwight Young, Editor-in-Chief, *Dayton Journal-Herald*.

Radio and Specialized Press

This fourth tour was the first to include specific representation of radio and the specialized press. The voices of CBS Commentator Everett Hollis and Mutual's Frazier "Spike" Hunt were beamed across the Atlantic at every stop where a microphone had thawed out.

Erik Oberg, Consulting Editor of *Ma-*

chinery Magazine, had been invited to join the tour not as a concession to the specialized press but due to the Army's plan to sponsor an exclusive tour for the specialized press having run into complications, catering to a dozen highly specialized interests with but a single itinerary. The headache was cured by thought control—it was never given another thought. On the following European tour, two more "specialists" climbed aboard.

Far Eastern Tours

The next tour, the first of two to date to the Far East, left for Tokyo January 21 and returned February 25, 1947, claiming Hawaii, Guam, Okinawa, The Philippines, Japan, Korea, China and California as stopping points. California is significant for a sensitive reason, connected with the second Pacific tour (July 8 to August 8, 1947). One of the extra dividends the Army derives from its observers is the well-attended press conference which Major General Floyd L. Parks, Chief, Public Information Division, sets up for the Washington correspondents corps. It's a natural: the press meets the press; the United Press correspondent asks a United Press vice-president for everything but a raise; the vice-president replies that "after all news is bread and butter and I'll see you at the office after this is over." Anyway, not all of them hold everything back, and General Parks was justifiably miffed when the second Pacific tour stopped at Fairfield-Suisun Field, California, to deposit three Pacific Coast editors who were not scheduled to continue on to Washington. San Francisco reporters met the plane, button-holed everybody aboard, including the pilot, and before the party arrived in the Nation's Capital General Parks had read their several comments in the eastern newspapers. It was obvious that his Washington press conference plans had gone up in smoke. Upon their arrival, however, the editors assured General Parks they had held back some of their

best ammunition and would be delighted to take the firing line for him. They did so, but the noise they made was but an echo from their Golden Gate target practice.

The first Far East roster: Carroll Binder, Editorial Editor, *Minneapolis Star and Tribune*; Sevellon Brown, Publisher-Editor, *Providence Journal*; Erwin D. Canham, Editor, *Christian Science Monitor*; Wayne Coy, Assistant to the Publisher, *Washington Post* (now Radio Director, WINX); E. Z. Dimitman, Executive Editor, *Chicago Sun*; Ralph L. Donaldson, Editorialist, *Cleveland Plain Dealer*; Roy W. Howard, President, Scripps-Howard; Robert W. Reed, Associate Editor, *Kansas City Star*; and Thor M. Smith, Assistant Publisher, *San Francisco Call-Bulletin* (also representing Hearst Newspapers).

The second: Wright Bryan, Editor, *Atlanta Journal* (also representing James M. Cox Newspapers, Inc.); William L. Chenery, Publisher, *Collier's*; Marshall N. Dana, Editor, *Portland Oregon Journal*; Sidney F. Harris, Co-Publisher-Editor, Harris Newspapers; Lee Hills, Managing Editor, *Miami Daily Herald*; Earl J. Johnson, Vice President and General News Manager, United Press; Hamilton Owens, Editor-in-Chief, Baltimore Sunpapers; Joseph J. Packman, Managing Editor, *Milwaukee Sentinel* (also representing Hearst Newspapers); Lee F. Payne, Editor, *Los Angeles News*; and Walker Stone, Washington Editor, Scripps-Howard.

MacArthur's Public Relations

If there is anything lacking in the public relations portfolio of General of the Army Douglas MacArthur, Supreme Commander for the Allied Powers (SCAP), none of the visiting editors detected it. He met with each group for upwards of four consecutive hours and topped this off with personal interviews with each editor averaging an hour and forty-five minutes. One editor did come

out of his interview convinced, as he confided in one of General MacArthur's three-star generals, that he thought SCAP sincerely believed that he was a "man of destiny." The solemn three-star reply: "So do I!"

Between the two Far East tours, there intervened a fifth publisher's tour, a clergymen's tour and a business executive's tour to Europe. The fifth editorial tour (May 13 to June 12, 1947) included: Waldo Bowman, Editor, *Engineering News-Record and Construction News*; Ralph Coghlan, Editorial Page Editor, *St. Louis Post-Dispatch*; Larry S. Fanning, Managing Editor, *San Francisco Chronicle*; John Hillman, Editorial Director, *Indianapolis News*; Jenkin Lloyd Jones, Editor, *Tulsa Tribune*; Samuel L. Latimer, Jr., Editor-Publisher, *Columbia State*; John A. Park, Publisher, *Raleigh Times*; Edward M. Pooley, Editor, *El Paso Herald-Post*; Lawrence Prakken, Editor, *Education Digest*; Joseph H. Ridder, Publisher, *New York Journal of Commerce* (also President, Ridder Brothers Publications); Dolph Simons, Publisher, *Lawrence Daily Journal-World*; and Albert H. Stackpole, Publisher-Editor, *Harrisburg Telegraph*.

Plans for the Future

The editorial tours are scheduled, as this is written, to be resumed after having left the stage entirely to the congressional procession. We have catalogued here some eighty-two editorial executives without emphasizing individual expertness. The Army thinks they are all tops. We did mention Messrs. Bellamy, Leech and Gannett having collected their columns in booklet form. Many others turned in classic columns, full-length magazine articles and public speeches based upon their analysis of the Occupation problem. We should mention other booklets which have come across our desk: Dwight "Deke" Young's "The Human Side of Occupied Europe"; Ralph Donaldson's "Democracy's Western

Frontiers"; Dolph Simons' "Germany and Austria in May-June, 1947"; S. L. Latimer, Jr.'s "An Editor's Visit to Germany and Austria, 1947"; Marcellus Murdock's "The Eagle Publisher's Visit to Europe"; Coleman Harwell's "Germany"; and Jenkin Lloyd Jones' "Flight to Germany." Rich revenue, indeed, if you ask the Army. When Frank Ahlgren, Editor of the *Memphis Commercial Appeal*, went to Europe with CAD's General Noce as a special consultant last summer, he, too, wrapped up his impressions in a tidy booklet entitled "Out of Europe's Ashes."

Religion, Business, Agriculture

Would that there were space here to do justice to the profitable results of the Army extending its tours program to religious leaders and business executives, or to its opening the door to several American agricultural groups who have visited Germany at their own expense via their international conventions in Holland and Switzerland.

We should like to keep the record intact by giving you the names of the business executives (April 17 to May 8, 1947): Leslie Brown, President, Lenox, Inc., Trenton, N. J.; W. Gibson Carey, Jr., President, Yale and Towne Manufacturing Company, New York City; Herman Cone, President, Proximity Manufacturing Company, Greensboro, North Carolina; Albert Creighton, Chairman, Federal Reserve Bank of Boston; M. H. Eisenhart, President, Bausch and Lomb Optical Company, Rochester, New York; George H. Johnson, President, Gisholt Machine Company; Madison, Wisconsin; Albert C. Mattei, President, Honolulu Oil Corporation, San Francisco, California; T. E. Millsop, President, Weirton Steel Company, Weirton, West Virginia; Lessing J. Rosenwald, Chairman (retired), Sears, Roebuck and Company, Jenkintown, Pennsylvania; Ames Stevens, President, Whittier Mills, and Director, Ames Worsted Company, Lowell,

Massachusetts; E. J. Thomas, President, Goodyear Tire and Rubber Company, Akron, Ohio; Sinclair Weeks, Chairman, Reed and Barton Corporation, Boston, Massachusetts; and Leigh Willard, President, Inter-Lake Iron Corporation, Cleveland, Ohio.

Activity Continues

Since their return these men have assisted the Army in recruiting top-level civilian technicians for General Clay's staff, and, in many other ways, have devoted their time and energy to the cause.

The tour by American religious leaders (June 23 to July 28, 1947) called itself "a little United Nations in action." An especially active and effective group, they used almost all possible media,—pulpit, print, platform, radio, etc., to urge careful evaluation of the Occupation program. Their names: Dr. George Pitt Beers, Chairman, Council on World Evangelization, Northern Baptist Convention, New York City; Dr. Alfred Carpenter, Director, Chaplains Commission, Southern Baptist Convention, Atlanta, Georgia; Bishop Fred Pierce Corson, Bishop Methodist Church, Resident Bishop of Philadelphia Area, Philadelphia, Pa.; Dr. Wilford O. H. Garman, Pastor, Calendar Memorial Church, Wilksburg, Pa.; Reverend C. Leslie Glenn, St. John Episcopal Church, Washington, D. C.; The Right Reverend Monsignor James H. Griffiths, D.D., Chancellor of the Roman Catholic Military Ordinariate, New York City; Rabbi James G. Heller, Isaac M.

Wise Temple, Cincinnati, Ohio; Reverend August M. Hintz, Pastor, the First Baptist Church, Sioux Falls, South Dakota; His Excellency, Most Reverend Bryan J. McEntegart, D.D., Bishop of Ogdensburg, Ogdensburg, New York; Dr. Carl S. Mundinger, President, St. John's College, Winfield, Kansas; Dr. Harold J. Ockenga, Pastor, Park Street Church, Boston, Mass.; The Right Reverend Monsignor Edward J. Quinn, S.T.L., Vicar Delegate of the Military Ordinariate, and Pastor, Church of Our Lord Christ the King, Cincinnati, Ohio; Dr. Stewart M. Robinson, Chairman, Presbyterian Commission on Army Chaplains, and Pastor, Second Presbyterian Church, Elizabeth, New Jersey; and Bishop William J. Walls, Bishop, A. M. E. Zion Church, Chicago, Illinois.

An Interesting Theory

One of the business executives advised the Army that it ought to send every American to Germany and "let them see what we have seen." The gentleman overestimated the logistics ability of the Army, but his theory is interesting. The Army believes that its occupied areas tours have built up a reservoir of informed opinion and leadership which is concentrating public attention upon our Occupation policies. If the tours continue, as the Army hopes they will, this reservoir may someday loom as one of the most important conservation projects in our national history.

REX E. GREAVES was born in Ephraim, Utah (1911) and educated in Utah's schools. After experience on several Utah newspapers he became associated (1934) with the Federal Government—Federal Housing Administration, Office of Government Reports, Office of War Information and, currently, the Department of the Army. During the war period he served with the Army as Administrative Officer and Assistant Executive, Civil Affairs Division, War Department. Mr. Greaves has an A. B. Degree from George Washington University and is now anticipating completion of his M. A. in Public Administration at American University.

TELLING THE STORY OF AMERICAN OPPORTUNITY

(Continued from page 10)

is asked regarding some phase of business activity, such as the split between wages, salaries and dividends. Then representative businessmen are pictured in the advertising copy, each with a brief factual answer to the question as it applies to his own company.

The drive toward greater enlightenment and understanding about our economic system is unquestionably gaining momentum rapidly. The examples referred to above are a good indication of the type of thing that can be done in your community to tell the story of American Opportunity. It is a job which no one can do for you. Each company, each business association or civic organization, each labor union, every school and college in the land owes it to its own public to take part in this vital program to further understanding of the economic facts of life

which account for our country's greatness.

The increasing trend toward collectivism in other parts of the world cannot be adequately met unless we in this country face the issue squarely, not only through our Government's representatives in the United States, but through positive action in every business community throughout the country. In the long run the strongest and most convincing answer to the proponents of these alien philosophies will be found not in the eloquence and soundness of our official Government spokesmen, but in the deep-rooted and unswerving convictions of our people. Only through full understanding of the basic principles of American Opportunity by all of our citizens can its unsurpassed advantages be made secure.

THE TIDINGS

(Continued from page 22)

of donations. By the time that copies of the 41-page, charted report were produced, many advertisers had agreed to reconsider their position. A number of these capitulated after they had seen the research presentation. Present contracts promise to show at the end of 1947 a 40 per cent increase over 1946 advertising lineage.

This is not to say that research can work miracles, or that, in this case, it was a substitute for salesmanship. The report defined a special market that could be

reached by a particular medium. It was for each advertiser to decide if he wanted to reach the market and if he considered the medium (in the light of its rate card) to be a good buy. And effective salesmanship certainly influenced these decisions.

Other pictures of *The Tidings*—close-ups and angle shots (to torture the metaphor)—may be needed in the future. The first picture had served its purpose when the advertiser realized that he was being confronted with a business proposition and not a tin cup.

"About things on which the public thinks long, it commonly attains to think right."—SAMUEL JOHNSON, Works Vol. III, p. 90.

Harper Books to Improve Public Relations

MAN ALIVE

In the Greatest Profession in the World—A Guide to Successful Salesmanship

By ROBERT E. MOORE, General Manager, Makelim Associates

An invaluable guide for beginner as well as experienced salesman. Here is fresh, tested advice showing how the two most powerful forces in selling—Service and Showmanship—can be applied to the problems of today's salesmen with success and satisfaction. "I am convinced that this is the Dale Carnegie book of the selling profession."—Albert B. Blankenship, Managing Director, National Analysts, Inc.

\$3.00

SHOWMANSHIP IN BUSINESS

By KENNETH M. GOODE and ZENN KAUFMAN

For every staff member who deals with your public, for every salesman. This pioneering book on the new importance of devices of showmanship which have proved effective in building business reputation and sales has been completely revised to suit current needs. "... an evening spent studying this book may be one of the most profitable you ever spent."—*American Business*. "Lusty, rip-roaring, excellent for all... a 'must' book."—*Advertising and Selling*.

1947 Revised Edition \$3.00

HANDBOOK OF PERSONNEL MANAGEMENT

By GEORGE D. HALSEY, Author of "Supervising People," etc.

A working manual for every corporation and a textbook for trainees, this book is the only recent comprehensive record and handbook on all personnel work procedures. Drawing upon the records of scores of corporations, a life-long practitioner here presents fully the best practice in every major activity of contemporary personnel operations. "In scope and depth of treatment, in 'heightened common sense,' hard to beat... Good for years! Unreservedly recommended."—*Library Journal*.

\$5.00

BUSINESS PLANNING AND CONTROL

By FLOYD H. ROWLAND, Vice President, Associated Development Research Corporation.
Co-author, "Budgeting For Management Control."

Directed to all top management executives, this book by an experienced consultant shows how to plan the overall organization of a business for a well-knit, profitable program, and outlines specific techniques of control in the various phases of operation. Here is a necessary reference volume if profitable operation is to be assured.

\$4.00

At your bookstore or from

HARPER & BROTHERS, 49 East 33rd Street, New York 16, N. Y.

EVIDENCE

—THAT TOP MANAGEMENT MEN ARE AWARE OF THEIR P.R. RESPONSIBILITY

TOP MANAGEMENT executives—presidents, vice presidents, owners, managers—are vitally concerned with their responsibilities in the public relations area. This fact is made clear in an analysis of the enrollees in "*Public Relations In Action*"—the Council's executive course in public relations. More than half of them occupy top management positions. Also scores of experienced public relations practitioners—directors, counselors, staff members—are enrolled. In "*Public Relations In Action*" they are finding, for the first time, the practical, down-to-earth public relations guidance they require.

"*Public Relations In Action*" is a "problem and solution" course built around a hypothetical company. This company is subject to all the stresses and strains occurring in most enterprises. One finds public relations problems on every hand—and learns how best to deal with them and their counterparts which daily make their appearances in one's own activity.

The course is conducted intimately and confidentially, *with each individual enrollee*, by mail. The fee is \$250, and includes personal reference library (20 bound volumes) and printed texts treating all divisions of this major management tool—Public Relations. To enroll, write:

Educational Division

American Council on Public Relations

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YOU

An Invitation

to Membership in the Council

NEARLY NINE years ago the American Council on Public Relations was founded—brought into being through the vision and efforts of men representative of the thoughtful elements in top business management and public relations.

Today Council membership is from coast to coast, throughout Canada, and in several foreign countries. It is the *world's largest public relations organization*. It continues—as it has since its founding—to devote its attention to the fundamental objectives of scientific research and education in public relations; to helping give character, stability, and dignity to this most important field of modern management.

Eligible for Council Membership are:

1) Top executives concerned with overall public relations policies; 2) Executives charged with public relations administration; 3) Public relations consultants, directors, assistants and staff members; 4) Public relations students.

Application for membership is made by letter to the Board of Trustees, American Council on Public Relations, 369 Pine Street, San Francisco 1, California. The applicant is provided an *Information Return* upon which to outline his qualifications. When approved by the Board he is admitted to Council Membership. Annual dues, twenty-five dollars, include twelve monthly issues of *The Public Relations Journal*.

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